



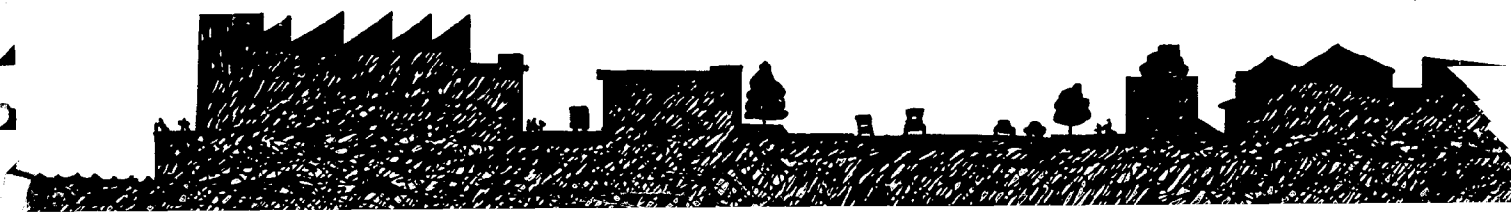
PA. W.P.  
DELAWARE COUNTY PLANNING DEPARTMENT

# CZM INTEGRATED DEVELOPMENT STRATEGY

DECEMBER 1984

HT  
393  
.P4  
C9  
1984  
cl

VASDAA-H-CZ175



## CZM INTEGRATED DEVELOPMENT STRATEGY

The completion of a redevelopment strategy for a portion of the Chester waterfront area in the Delaware County coastal zone as part of the implementation of the Pennsylvania Coastal Zone Management Program.

Delaware County Planning Department  
Lima, Pennsylvania  
December, 1984

The preparation of this report was financed through the Pennsylvania Coastal Zone Management Program under provisions of the Coastal Zone Management Act of 1972, administered by the Division of Coastal Zone Management, Bureau of Water Resources Management, Pennsylvania Department of Environmental Resources.

DELAWARE COUNTY COUNCIL

Frank J. Lynch, Chairman  
W. Curtis Weldon, Vice-Chairman  
Nicholas F. Catania  
Edwin B. Erickson  
Thomas M. Hayward

DELAWARE COUNTY EXECUTIVE DIRECTOR

Matthew J. Hayes

DELAWARE COUNTY PLANNING COMMISSION

Thomas J. O'Brien, AIA, Chairman  
Thomas J. Judge, Vice-Chairman  
W. Andrew Wright, Secretary

Samuel E. Burdett  
William K. Davis, AIA  
Frank Facciolo

Darrell B. Lewis  
John G. Moyman  
Jane W. Nason

DELAWARE COUNTY PLANNING DEPARTMENT

William C. Payne, Director,  
Community Planning  
John E. Pickett, AICP, Director,  
County Planning

Michael T. Trio, Project Planner

Lois A. Binder, Senior Planner & Editor  
Carol Murdock, Planner  
John Ward, Planner

Doris K. Cusano  
Kathleen A. Mylett

Janice A. Richardson  
John E. Shenkle

Megan M. Tarone

DELAWARE COUNTY PARTNERSHIP FOR  
ECONOMIC DEVELOPMENT - TASK FORCE

W. Curtis Weldon, Chairman  
Henry F. Thorne, Jr., Vice-Chairman  
Wilbur C. Henderson, Secretary  
Robert J. Bruce, Treasurer

Boyd F. Baldwin  
Marvin E. Berger  
Nicholas F. Catania  
Edwin B. Erickson  
Frank J. Fitzpatrick, Jr.  
Frank J. Lynch  
Arthur J. Megraw

Jack E. Miller  
Clarence R. Moll  
William J. Monteith  
Francis V. Mulcahy  
Thomas J. O'Brien  
C. Joseph O'Donoghue  
Malcolm B. Petrikin

Rufus F. Walker, Jr.

#### ACKNOWLEDGEMENTS

The Delaware County Planning Department greatly appreciates the assistance of the following individuals who contributed information in the preparation of this strategy.

Anthony R. DiArenzo, Conrail  
Anthony Dunleavy, Direction Associates  
Kerry Dyer, Delaware County Economic Development Center  
David Freedman, Philadelphia Electric Company  
George Kellogg, Delaware County Economic Development Center  
Thomas Kleim, Philadelphia Electric Company  
Robert Klumbp, PQ Corporation  
Michael Klumpp, Esq., National Homes Inc.  
James Lynn, Ryan Homes, Inc.  
Steven Merriken, Chester City Planning Commission  
Leedom Morrison, Chester City Planning Commission  
Carol Poleo, Chester City Planning Commission  
Carl Russell, RDC, Inc.  
David Sciocchetti, RDC, Inc.  
William Tancredi, Esq., Delaware County Industrial Development Authority  
Chris van de Velde, Delaware County Economic Development Center  
Stacia Wallace, Cardinal Industries

## TABLE OF CONTENTS

|   | PAGE |
|---|------|
| CHAPTER ONE   |      |
| INTRODUCTION .....                                    | 1    |
| Purpose .....   | 1    |
| Selection Process for the IDS Study Area .....        | 1    |
| Definition of the IDS Study Area .....                | 3    |
| CHAPTER TWO   |      |
| GOALS AND OBJECTIVES .....                            | 6    |
| CHAPTER THREE   |      |
| EXISTING CONDITIONS .....                             | 9    |
| Historical Overview .....                             | 9    |
| Demographic Characteristics .....                     | 9    |
| Socio-Economic Characteristics .....                  | 10   |
| Population .....                                      | 10   |
| Racial Composition .....                              | 12   |
| Age Distribution .....                                | 12   |
| Sex Structure .....                                   | 13   |
| Educational Attainment .....                          | 13   |
| Income .....  | 13   |
| Employment .....                                      | 14   |
| Housing Characteristics .....                         | 15   |
| NIA Characteristics .....                             | 16   |
| Summary .....   | 17   |
| Land Use .....  | 17   |
| Methodology .....                                     | 17   |
| Industrial Development Impact Area .....              | 19   |
| Industrial Use .....                                  | 19   |
| Residential and Neighborhood Commercial<br>Uses ..... | 22   |
| Recreational and Institutional Uses .....             | 23   |
| Neighborhood Impact Area .....                        | 24   |
| Residential and Neighborhood Commercial<br>Uses ..... | 24   |
| Industrial and Heavy Commercial Uses .....            | 25   |
| Recreational Use .....                                | 25   |
| Institutional Use .....                               | 27   |
| Zoning .....  | 27   |
| Transportation .....                                  | 29   |
| Highways .....  | 29   |
| Existing Network .....                                | 29   |
| Access Problems .....                                 | 35   |
| Possible Improvements .....                           | 35   |
| Programmed Projects .....                             | 36   |
| Bus Transportation .....                              | 37   |
| Rail Transportation .....                             | 37   |
| Commuter Service .....                                | 37   |
| Freight Service .....                                 | 37   |

# TABLE OF CONTENTS

## (Continued)

|  | PAGE |
|--|------|
| Water Based Transportation .....             | 38   |
| Pedestrian Network .....                     | 38   |
| Utilities .....                              | 39   |
| Water Supply .....                           | 39   |
| Sewer Service .....                          | 39   |
| Gas and Electricity Service .....            | 39   |
| Solid Waste Management .....                 | 40   |
| CHAPTER FOUR                                 |      |
| ANALYSIS OF PROBLEMS AND OPPORTUNITIES ..... | 41   |
| Industrial Development Impact Area.....      | 41   |
| Neighborhood Impact Area .....               | 43   |
| CHAPTER FIVE                                 |      |
| ECONOMIC REVITALIZATION PROGRAMS .....       | 46   |
| Types of Financing .....                     | 46   |
| Venture Capital .....                        | 46   |
| Debt Capital .....                           | 47   |
| Governmental Assistance Programs .....       | 47   |
| Sources of Financial Assistance .....        | 47   |
| Bank Financing .....                         | 47   |
| Private Financing .....                      | 49   |
| Governmental Financing .....                 | 49   |
| Federal Programs .....                       | 49   |
| Small Business Administration .....          | 50   |
| Economic Development Administration....      | 51   |
| Department of Housing and Urban De-          |      |
| velopment .....                              | 54   |
| Community Development Block                  |      |
| Grant Program.....                           | 54   |
| Urban Development Action Grant               |      |
| Program .....                                | 54   |
| Housing Development Action                   |      |
| Grant Program .....                          | 55   |
| Section 108 Loan Program.....                | 56   |
| State Programs .....                         | 56   |
| Department of Community Affairs .....        | 57   |
| Department of Commerce .....                 | 58   |
| Small Business Incubator Loan Pro-           |      |
| gram .....                                   | 59   |
| Seed Capital Fund Program .....              | 59   |
| Pennsylvania Capital Loan Fund               |      |
| Program .....                                | 60   |
| Business Infrastructure Develop-             |      |
| ment Program .....                           | 60   |
| Minority Economic Development Pro-           |      |
| gram .....                                   | 61   |

TABLE OF CONTENTS  
(Continued)

|  | PAGE |
|--|------|
| Employee Ownership Assistance Program .....  | 61   |
| Summary .....  | 62   |
| Manpower Programs .....  | 62   |
| Private Industry Council .....   | 62   |
| Delaware County Intermediate Unit .....  | 63   |
| Delaware County Office of Employment and Training .....                                  | 63   |
| Customized Job Training Program .....  | 63   |
| Ben Franklin Partnership.....  | 63   |
| Summary .....  | 64   |
| Overview of Local Economic Development Organizations.....                                | 64   |
| Delaware County Partnership for Economic Development .....                               | 64   |
| Delaware County Economic Development Center....  | 64   |
| Delaware County Industrial Development Corporation .....                                 | 65   |
| Delaware County Industrial Development Authority .....                                   | 65   |
| Summary of Publicly Funded Organizations .....   | 65   |
| RDC, Inc. ....   | 66   |
| Overview of Assistance Organizations in Chester .....                                    | 66   |
| City Agencies .....  | 66   |
| Better Housing for Chester .....   | 66   |
| For the People, Inc. ....  | 67   |
| Chester Community Improvement Project .....  | 67   |
| Community Support Corporation .....  | 67   |
| CHAPTER SIX  |      |
| INTEGRATED DEVELOPMENT STRATEGY AND IMPLEMENTATION ACTIVITIES .....                      | 69   |
| Industrial Park Development Strategy .....   | 70   |
| Neighborhood Improvement Strategy .....  | 73   |
| Conclusion .....   | 75   |
| BIBLIOGRAPHY .....   | 78   |
| APPENDIX A - SELECTION PROCESS INFORMATION .....   |      |
| APPENDIX B - EXISTING LAND USE AND CONDITIONS MAP .....                                  | A-1  |
| APPENDIX C - STANDARD INDUSTRIAL CLASSIFICATION CODE .....                               | B-1  |
| APPENDIX D - LIST OF INFORMATION SOURCES .....   | C-1  |
| APPENDIX E - INDUSTRIAL MODEL DEVELOPMENT CONCEPT FOR THE IDS WESTERN ANCHOR .....       | D-1  |
| APPENDIX F - NEIGHBORHOOD IMPACT AREA VACANT AND DILAPIDATED PROPERTIES BY ADDRESS ..... | E-1  |
|  | F-1  |

## LIST OF TABLES

| TABLE |  | PAGE |
|-------|--|------|
| 1     | Age Distribution: 1980 .....   | 12   |
| 2     | Income Characteristics: 1980 .....   | 13   |
| 3     | Employment Characteristics: 1980 .....   | 14   |
| 4     | Description of Existing Activities at the River-<br>bridge Industrial Center, 1984 ..... | 20   |
| 5     | Firms Utilizing Remaining Minor Parcels in the<br>IDIA .....                             | 21   |
| 6     | Major Contracting and Manufacturing Firms Adja-<br>cent to the IDS Study Area .....      | 22   |
| 7     | Inventory of Existing Recreational Facilities in<br>Chester City .....                   | 26   |
| 8     | Existing IDS Area Zoning .....   | 30   |
| 9     | Programmed Transportation Improvements .....   | 36   |
| 10    | General Criteria Matrix - Small Business Adminis-<br>tration Loan Programs .....         | 52   |
| E-1   | Manufactured Structures Plant: Inventory of Data.  | E-2  |

## LIST OF MAPS

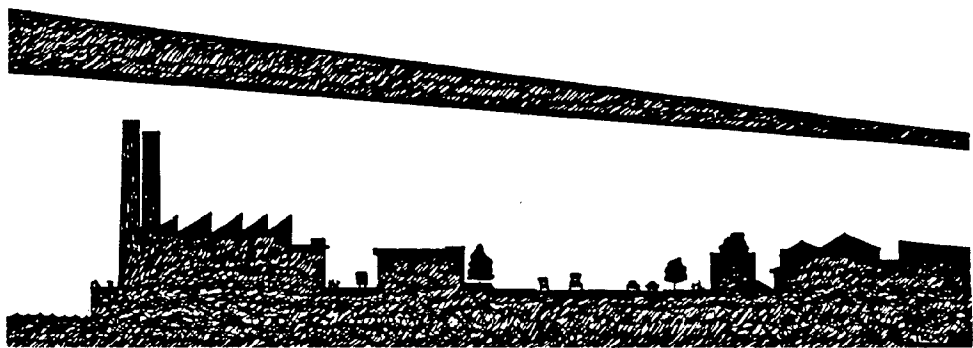
| Map Number |   | PAGE |
|------------|---|------|
| 1          | Regional Setting .....                    | 2    |
| 2          | Study Area .....                          | 4    |
| 3          | Demographic Study Area .....              | 11   |
| 4          | Existing Land Use .....                   | 18   |
| 5          | Zoning Districts .....                    | 28   |
| 6          | Transportation Network .....              | 34   |
| 7          | Proposed Enterprise Development Area..... | 44   |
| 8          | Future Land Use .....                     | 77   |

## LIST OF EXHIBITS

| Exhibit |  |
|---------|--|
| A       | NIA Redevelopment Scheme .....Back cover |
| B       | LCA Reuse Model .....Back cover          |

# CHAPTER 1

## INTRODUCTION



## CHAPTER ONE INTRODUCTION

### Purpose

The focus of the County's economic revitalization effort in the coastal zone over the past few years has been on five major underutilized or vacant industrial sites. Specific site reuse and implementation strategies were developed for each of these sites as part of the CZM Industrial Sites Study of 1982 (Phase II Study). The Integrated Development Strategy (IDS) is a tool for the implementation of recommendations set forth in this study for one of these sites, LCA Leasing, and a logical expansion of this effort to the surrounding area. The purpose of this report is to present a strategy to be utilized as a guide for revitalization of a section of the industrial river corridor and for rejuvenation of the adjacent neighborhoods (see Map 1). It is also anticipated that the methodology behind this strategy will be applicable to Delaware County as a whole.

This report will designate industrial "anchor sites" as pilot cores for economic development. These sites and the linking land area will be evaluated to explore their problems and opportunities for redevelopment. Along with the immediate anchor sites themselves, the neighboring industrial parcels will be examined to determine the health and stability of these activities. Analysis of the interrelationships among the remaining industrial, commercial, and residential uses will be performed and a strategy for private and public sector improvements will be developed. With an overall view of these anchor sites and the surrounding study area, improvements to various land use configurations and transportation patterns can be recommended to provide private and public sector incentives for revitalization. Various state and federal funding programs such as Community Development Block Grants (CDBG) and Urban Development Action Grants (UDAG) can also be utilized in this area.

### Selection Process for the IDS Study Area

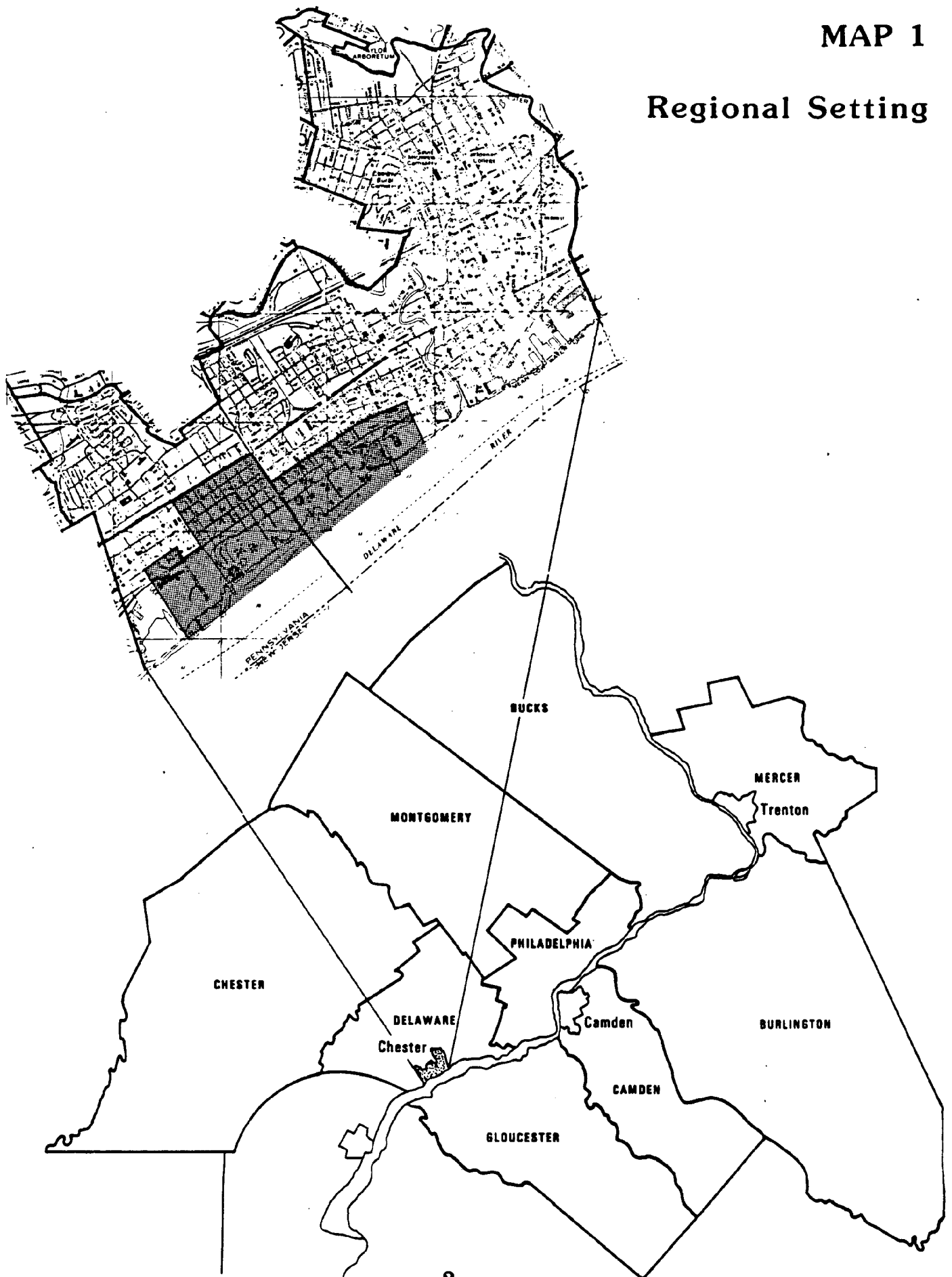
The selection process for the IDS study area involved designation of geographical combinations of sites examined in the previous CZM Industrial Sites Study. The sites included Little Tinicum Island Road and the Carbide/Conrail properties in Tinicum Township, the Baldwin-Lima-Hamilton site in Eddystone Borough, the Riverbridge Industrial Center and LCA Leasing (RIC/LCA) properties in Chester City, and the Marcus Hook Development Park in Marcus Hook Borough.

The selection process examined various economic, programmatic, and infrastructure criteria which made it possible to rank or prioritize each candidate study area (see Appendix A). The criteria demonstrated that the RIC/LCA area possessed the greatest opportunity for positive impacts. These factors can be summarized by the following points:

- 1) The area was designated as a "geographical area of particular concern" by the Pennsylvania Coastal Zone Management Program.

# MAP 1

## Regional Setting



- 2) The revitalization and marketing of RIC by the Delaware County Economic Development Center (EDC) could result in an increase in the number of manufacturing jobs available.
- 3) The IDS area is within a proposed enterprise development area. As a result, Chester anticipates that it will see a positive impact on job generation. Although funding has not previously been targeted to the IDS area, this situation will enhance the opportunity for "sweat equity" and the rehabilitation of adjacent neighborhoods and businesses. The enterprise development program is discussed in Chapter 5.
- 4) The City of Chester and the Philadelphia Quartz (PQ) Corporation have obtained a UDAG for \$5 million. The joint venture between PQ and the Degussa Corporation of Germany involves the construction of a \$25 million chemical plant located at Front and Lamokin Streets.
- 5) The City of Chester qualifies for various funding programs targeted for minorities, such as the Small Business Administration (SBA) minority program, which will provide accessible monies to individuals for commercial and residential revitalization.
- 6) A plan for this particular area will serve as a model for other areas in the City. Implementation can be sought through various technical support entities and through funding from both the public and private sectors.
- 7) An adequate transportation and utility infrastructure which includes programmed improvements to Route 291, close proximity to regional linkages, access to water borne shipping, and an existing water, sewer, and power grid is in place.
- 8) Phase I construction of the Commodore Barry Bridge boat launch has been completed, and the facility was opened for use on October 30, 1984. This facility was designed with CZM funds and constructed with Pennsylvania Fish Commission and Department of Community Affairs (DCA) Coastal Energy Impact Program (CEIP) funding. CEIP funding is provided specifically for coastal public access projects developed in areas where public access to the waterfront has been significantly impacted by coastal energy development. A primary aim of this project is to provide a recreational opportunity on the Delaware River. Interest and commitment from state agencies to provide recreational access to the river will bring a stabilizing activity to the study area.

#### Definition of the IDS Study Area

The IDS study area is comprised of two component sectors which shall be called 1) the Industrial Development Impact Area (IDIA) and 2) the Neighborhood Impact Area (NIA). The boundaries of the two sub-sectors are illustrated on Map 2.

# MAP 2



SCALE  
1" = 1100'

## STUDY AREA

Industrial Development Impact Area

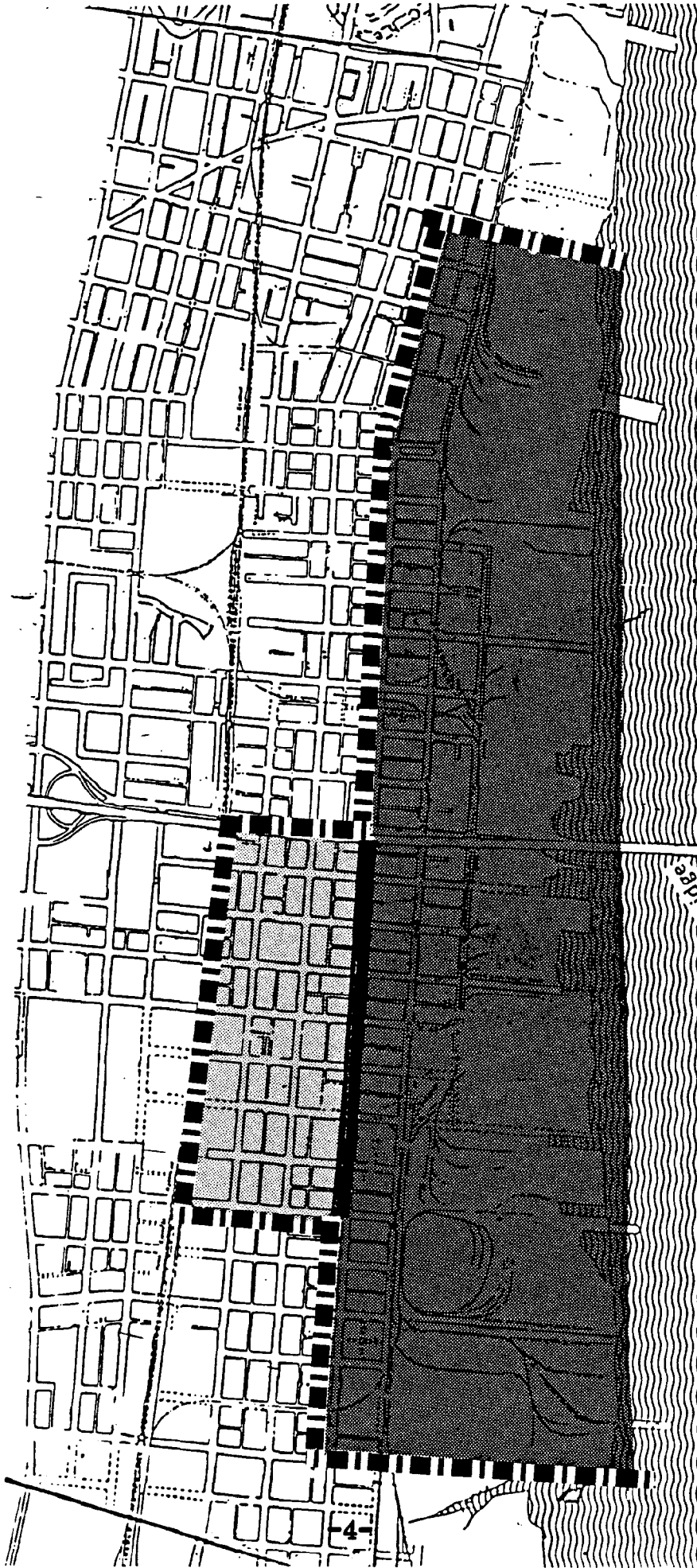
Neighborhood Impact Area



Integrated  
Development  
Strategy

BASE MAP: PENN DOT 1982

CLAYTON STREET  
TRAILER STREET  
BOOTH STREET  
HARWICK STREET  
THURLOW STREET  
HIGHLAND STREET  
HAYES STREET  
WILSON STREET  
WARD STREET  
PALMER STREET  
TOWNSEND STREET  
ENGLE STREET  
JEFFREY STREET  
VARNELL STREET  
REANEY STREET  
FLOWER STREET  
EDWARDS STREET  
CENTRAL AVENUE  
TILGHMAN STREET  
NORRIS STREET  
BROADMALL STREET  
LAWSON STREET  
PENWELL STREET  
LLOYD STREET  
PUSLEY STREET  
ULRICH STREET  
KERLIN STREET  
PARKER STREET  
FULTON STREET  
FRANKLIN STREET  
CONCORD AVENUE  
PENN STREET



The IDIA is defined as the sector of the IDS which encompasses the land area within the coastal zone boundary<sup>1</sup> (basically following Second Street (Route 291)) between the eastern anchor site, RIC, and the western anchor, LCA Leasing Corporation. This area is characterized by large industrial or warehousing land assemblages with limited manufacturing activities currently in operation. This industrial area is made up of approximately 255 acres, much of which is vacant. Within this area, approximately seven city blocks are occupied by residential uses. This area, bordered by Front, Flower, Second, and Fulton Streets, is generally a combination of residential, commercial, and vacant parcels. Marginally sound structures are generally interspersed with vacant and dilapidated "bombed out" building shells. Surrounding areas also contain vacant lots where demolition has taken place. Many of the vacant lots are utilized for parking, scrap yards, and other automotive oriented activities.

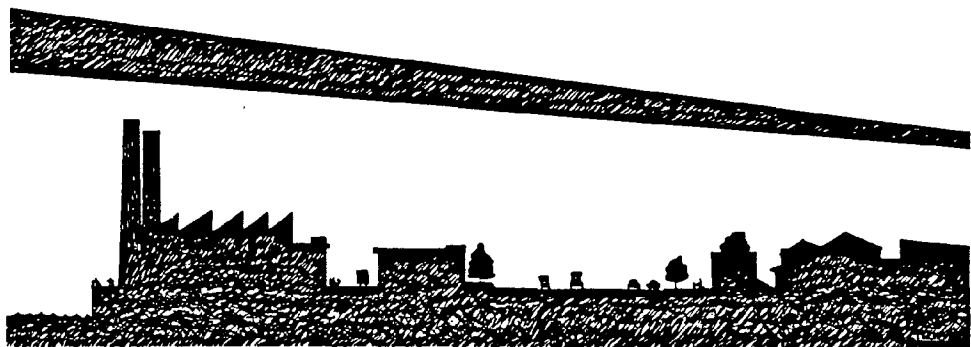
Because the IDIA is heavily industrial in nature, it does not provide ample opportunity to evaluate the effects of increased industrial development on adjacent and supporting land uses. Consequently, in order to provide a more comprehensive assessment of the area and to show how changes in one sector of a community can impact other sectors, the second sub-sector of the IDS was established. It is identified as the NIA and is made up of the portion of census tract 4057 west of the Commodore Barry Bridge (block groups 2, 3, and 4). This area has been established to provide a model area in which to assess the effects of revitalization at the anchor sites and linking areas on the adjacent residential neighborhood.

---

<sup>1</sup> As defined by the "Commonwealth of Pennsylvania Coastal Zone Management Program and Final Environmental Impact Statement," August, 1980

## CHAPTER 2

### GOALS AND OBJECTIVES



## CHAPTER TWO

### GOALS AND OBJECTIVES

To provide direction for development of the planning strategies within the IDS area, specific goals and objectives to guide redevelopment activities have been formulated. Specific issues can be addressed through goal formulation and the steps required for their implementation.

The coastal zone of the City of Chester is representative of many older cities in the northeastern portion of the nation. The rapid industrial growth of the early and mid-twentieth century is reflected in Chester by the haphazard development patterns present there. Development pressures precluded a systemized definition of goals resulting in conflicting uses and overcrowding of land area. Due to shifts in economic activity, the once thriving and wealthy City which employed a significant portion of the regional work force has lost much of its basic economic activity. The existence of obsolete facilities, conflicting land uses, and a low-income population has made redevelopment in the City a difficult matter.

In light of these characteristics the following goals and objectives have been formulated to provide a strategy to exploit the opportunities present in the study area. In this manner, a specific process for the redevelopment and rejuvenation of the study area should provide greater opportunity for economic recovery and increased employment in the IDS and Chester coastal zone area.

#### Goal #1

Develop and maintain a business climate that is beneficial to the successful operation of a range of industrial activities so as to provide a variety of employment opportunities for local residents.

#### Objectives

- o Support existing industrial activities by implementing economic assistance programs, including relocation, targeted to achieve a more favorable business climate.
- o Provide a package of incentive programs to furnish motivation for location of new industrial companies.
- o Establish a resource pool of public agencies and private sources with programs and/or funding that could be used to improve the industrial conditions in the study area.

#### Goal #2

Identify deficiencies and provide improvements to the existing infrastructure network in the study area.

### Objectives

- o Develop and coordinate programs which will upgrade water, sewer, and other utility service systems.
- o Implement existing plans for Alternative #4 of the Route 291 reconstruction which is supported by Chester City, the Delaware County Planning Commission (DCPC), and the Pennsylvania Department of Transportation (PennDOT).
- o Ensure sufficient parking areas to provide easy access for residents and employees within the study area.
- o Minimize truck invasion into residential neighborhoods.
- o Provide for safe and convenient access to all parts of the study area by pedestrian and bicycle movement.
- o Encourage use of all available mass transit routes.

### Goal #3

Encourage a mix of residential and service oriented land uses in the adjacent NIA to provide a healthy environment to adequately serve the residents and employees of the area.

### Objectives

- o Require that a substantial amount of new construction be targeted to low and moderate income families.
- o Eliminate the impact of unhealthy, competitive land uses within the study area.
- o Establish and maintain transitional land uses that will effectively separate and sufficiently buffer industrial uses from adjacent neighborhood activity.
- o Clean up existing park areas and obtain new active recreational spaces to be utilized by residents and employees.

### Goal #4

Improve the physical (aesthetic) appearance of the study area.

### Objectives

- o Identify sources to renovate or raze deteriorated structures.
- o Provide street improvements such as landscaping and street furniture that will augment public places.
- o Adjust regulatory controls to promote signage improvements.

Goal #5

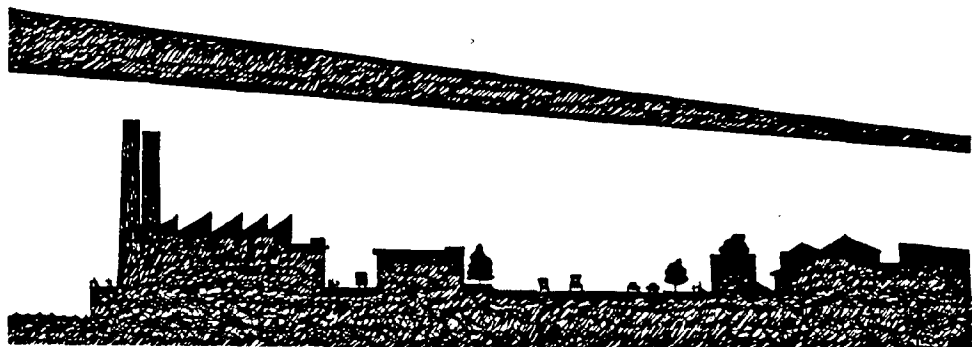
Establish a promotional program to ensure that the future environment for industrial and neighborhood activities is healthy.

Objectives

- o Develop and implement a sound industrial development advertising program for the anchor sites.
- o Make known the services available for use by prospective employers and employees.
- o Alter the negative perception of the Chester waterfront, and convince industrial organizations that unrealized opportunities are present in the study area.

## CHAPTER 3

### EXISTING CONDITIONS



## CHAPTER THREE EXISTING CONDITIONS

For the purpose of forecasting the possible effects of increased industrial activities at the RIC/LCA anchors, a brief historical background along with a survey of the existing conditions will expose the problems and opportunities of the strategy area. By providing a breakdown of demographic, land use, zoning, transportation, and infrastructure characteristics, these factors will serve as a benchmark from which to establish possible future interrelationships among the various land use and economic activities.

### Historical Overview

Chester is the only city located in Delaware County. Its development can be traced as far back as the early 1700's when its proximity to the Delaware River made the area an important transportation center. The dependence on river access dictated the types of heavy industries which have developed in Chester since they were supported by this mode of transportation. Also, the availability of raw, undeveloped land supported unchecked expansion.

Heavy industrial expansion continued through the next two centuries and was fueled by an expanding population of immigrants who supplied the labor force. In the twentieth century, the demands of the industrial revolution and two world wars continued to provide a huge demand for the labor force. Industrial growth resulted in a surge of population, made up primarily of the immigrant, blue collar work force employed by these industries along the waterfront. The manufacture of war products such as tanks and aircraft in the 1940's gave way to consumer goods such as automobiles and washing machines in the boom years of the 1950's and 1960's, when low financing and suburban growth made money easily obtainable. During this period, Chester experienced overcrowding and misuse of residential living space. This created congested land use patterns in the adjacent neighborhoods with no delineation of districts.

With the recession of the early 1970's, high labor costs, and conflicting land uses, manufacturing activities which had a long, profitable history in Chester began declining. This resulted in either bankruptcy or a relocation to the growing sun-belt states where regulations and labor costs were minimal. As a result, Chester has been left in a condition of abandonment. The once large industrial, tax income-producing parcels are now vacant, and the once healthy neighborhoods are dilapidated and occupied for the most part by unskilled, unemployed residents. Presently, this population has limited opportunity for change or concern about neighborhood improvement.

### Demographic Characteristics

An analysis of the demographic and socio-economic composition of the IDS area provides the necessary framework for identifying and understanding the area's problems and for developing plans and policies to address those problems. The majority of land in the IDS area is

comprised of industrial and mixed residential/commercial properties. Given that the IDS Study is concerned not only with the industrial sector but also with the relationship between the industrial corridor and its adjacent neighborhoods, a demographic study area (DSA) was created for the purpose of demographic analysis.

The creation of this DSA was based on the logical interrelationship between the riverfront area and the neighboring residential areas. As such, it includes both the IDIA and the NIA. Also taken into consideration were municipal boundaries, major edges, census geography, and recognized neighborhoods. The DSA is bounded by the Chester City/Trainer municipal border to the west, the Delaware River to the south, Chester Creek to the east, and the Penn Central Railroad to the north. The area's boundaries also coincide with two neighborhoods (Flower West and Flower East) that were designated by the Chester City Planning Commission and the U.S. Census Bureau for the Bureau's Neighborhood Statistics Program. Also important, particularly for the purpose of demographic analysis, is the fact that the DSA follows census tract boundaries. The study area is comprised of the following census tracts: 4055, 4056, 4057, 4058.01, 4058.02, and 4059. Included within the DSA are Neighborhood Strategy Areas (NSA's) 3, 4, 5, and 6. These NSA's were designated by Chester City during an analysis of the City's community development and housing needs. Those areas with the highest concentration of needs and containing populations of over 50 percent low-income persons were designated as NSA's and are, as a result, target areas for the City's community development funds and programs. Please refer to Map 3 for a graphic display of the DSA and the various geographic entities incorporated within it.

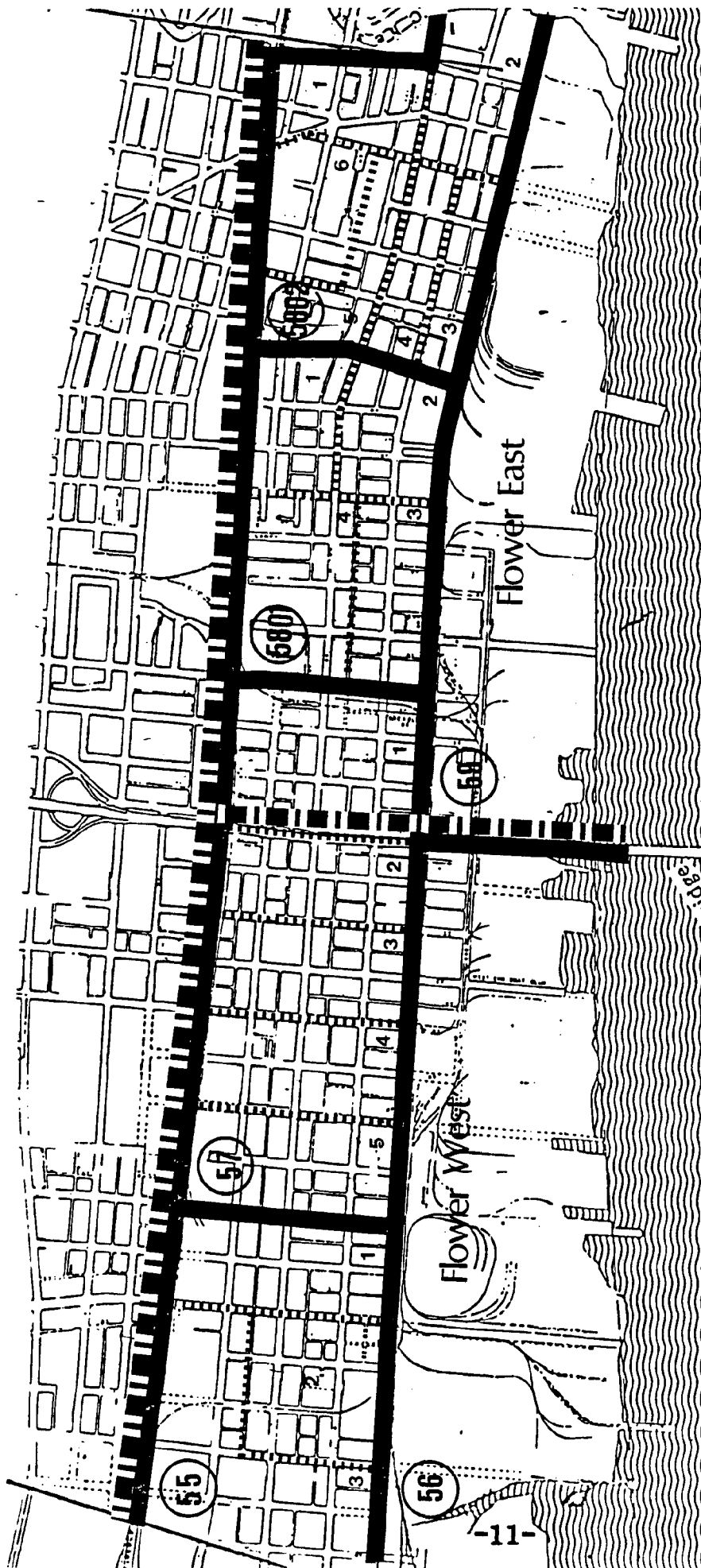
The following demographic profile of the DSA will, in as much as it reflects the IDIA and its adjacent neighborhoods, provide an accurate representation of the composition and characteristics of the area. The following information is based on 1980 census data which is, at the present time, the most accurate and comprehensive source of data. While the figures are several years old, they reflect the relative position of the DSA population vis-a-vis the County and Chester City as a whole.

#### Socio-Economic Characteristics

##### Population

The DSA has a population of 8,980 which represents a 28.4 percent decrease over the ten year period from 1970 to 1980. Both Chester City and the County also experienced a decrease in population during the decade; however, it was not as significant as in the DSA. Chester City's population decreased 18.7 percent while the County's population declined 8.0 percent. In relation to Chester City as a whole, the DSA comprises approximately 19.6 percent of the City's total population while Chester City's population represents 8.2 percent of the total County population. Virtually all of the population in the DSA resides north of Front Street with the southern portion of the DSA (tracts 4056 and 4059) devoted almost exclusively to industrial/waterfront type activities. This situation existed in 1970 but is even more

CLAYTON STREET  
 TRAINER STREET  
 BOOTH STREET  
 MARWICK STREET  
 THUNLOW STREET  
 HIGHLAND STREET  
 HAVES STREET  
 WILSON STREET  
 WARD STREET  
 PALMER STREET  
 TOWNSEND STREET  
 ENGLE STREET  
 JEFFREY STREET  
 VARNELL STREET  
 REANEY STREET  
 FLOWER STREET  
 EDWARDS STREET  
 CENTRAL AVENUE  
 TILGHMAN STREET  
 NORMAN STREET  
 BROOKHALL STREET  
 LAMOKIN STREET  
 PENNELL STREET  
 LLOYD STREET  
 PUSEY STREET  
 ULRICH STREET  
 KERLIN STREET  
 PARKER STREET  
 FULTON STREET  
 FRANKLIN STREET  
 CONCORD AVENUE  
 PENN STREET



|   |   |
|---|---|
| <p><b>MAP 3</b></p>                           |   |
| <p><b>N</b></p>                               | <p>SCALE<br/>1" = 1100'</p>   |
| <p><b>DEMOGRAPHIC STUDY AREA</b></p>          |   |
| <p><b>Integrated Development Strategy</b></p> | <p>Neighborhood</p> <p>Tract</p> <p>Block Group</p> <p><b>56</b></p> <p>3</p> |
| <p>BASE MAP: PENN DOT 1982</p>                |   |

evident in 1980 with the population south of Front Street declining from 121 persons in 1970 to 37 persons in 1980.

#### Racial Composition

The composition of the DSA population is 85.0 percent black and 14.3 percent white compared to 56.8 percent black and 41.6 percent white in the City of Chester. The racial composition of the DSA has remained relatively stable since 1970, particularly in comparison to the City as a whole. The black population residing within the DSA increased approximately 4.0 percent while the white population in the area declined by 4.0 percent.

During this same period, the City experienced an 11.6 percent increase in the number of blacks and a 12.8 percent decrease in the number of whites residing within its boundaries. In relation to the County, Chester City in 1980 contained approximately 3.8 percent of Delaware County's total white population and 52.0 percent of the County's black population.

#### Age Distribution

Age distribution in and of itself often times is not considered an important demographic factor. However, it can, when examined in a certain manner, provide some general insights into the economic relationships of a specific area. In particular, children and adolescents under 18 years of age as well as senior citizens 65 years and older are generally, in an economic sense, considered more "dependent" than "productive" in their own right. In other words, although not absolute, it is generally true that the young and the elderly depend upon the remaining population (ages 18-64) to provide the services and the income they need for their support. This need extends beyond economics to include physical facilities such as schools, health care, and public transportation. Accordingly, it is appropriate to consider the balance between the relatively "productive" and the relatively "dependent" segments of the DSA. The actual proportion of the two groups, as listed in Table 1, shows that the DSA has a somewhat unfavorable balance in relation to Chester City as a whole and in particular when compared to the County's balance.

TABLE 1  
AGE DISTRIBUTION: 1980

|                 | <u>"Dependent" Ages<br/>(under 18, over 64)</u> | <u>"Productive" Ages<br/>(18-64)</u> |
|-----------------|---|--------------------------------------|
| DSA             | 45%   | 55%                                  |
| Chester City    | 42%   | 58%                                  |
| Delaware County | 38%   | 62%                                  |

SOURCE: 1980 U.S. Census

### Sex Structure

The DSA has the same proportion of females to males as the City, approximately 54.0 percent female and 46.0 percent male. This proportion is slightly higher than the County's population which is 52.3 percent female and 47.7 percent male. A more significant fact is that of the 2,064 families in the DSA, 48.0 percent of them are female-headed households. In comparison, female-headed households comprise 43.0 percent of Chester City's population and 26.8 percent of the County's population. Of the 48.0 percent female-headed households in the DSA, 57.3 percent have children under 18 years of age.

### Educational Attainment

The percentage of high school graduates in the DSA has increased by 18.0 percent over the past decade, bringing the total percentage of persons with diplomas to 41.0 percent. Despite this increase, the DSA has fewer high school graduates than the City, which has 49.1 percent. An even greater disparity exists between the DSA and Delaware County where 72.3 percent of the population are high school graduates. A similar disparity exists among the number of college educated persons in the DSA (3.7 percent), the City (4.9 percent), and the County (18.9 percent).

### Income

There are a number of measures which are commonly employed when examining income characteristics of an area. Virtually all of these measures indicate that the persons residing in the DSA have relatively low incomes, particularly in relation to the City and the County. Table 2 illustrates evidence of this fact.

TABLE 2  
INCOME CHARACTERISTICS: 1980

|  | <u>DSA</u> | <u>Chester<br/>City</u> | <u>Delaware<br/>County</u> |
|--|------------|-------------------------|----------------------------|
| Median Family Income                                 | \$9,320    | \$14,214                | \$23,105                   |
| Per Capita Income                                    | \$4,019    | \$ 4,984                | \$ 8,045                   |
| % of Families with<br>Low/Moderate Income            | 63.4%      | 56.8%                   | 30.0%                      |
| % of Families with<br>Incomes Below<br>Poverty Level | 34.4%      | 22.0%                   | 5.7%                       |

SOURCE: 1980 U.S. Census

Although the DSA comprises 19.6 percent of Chester City's population, it contains 30.2 percent of all families in the City with an annual income below the poverty level. Meanwhile, the City of Chester includes 29.0 percent of all persons in Delaware County who have incomes below the poverty level.

#### Employment

According to 1980 census statistics, 16.6 percent of the labor force in the DSA are unemployed. This is a significant increase of 10.9 percent since 1970. In 1980, the unemployment rates for Chester City and Delaware County were 12.2 percent and 5.9 percent respectively. Once again, a clear disparity exists between the DSA figures and the figures for the City and County.

51.3 percent of the DSA's population 16 years of age and over are in the labor force. In Delaware County as a whole, 60.4 percent of all persons 16 years and older are in the labor force. The majority of the DSA residents are employed in service occupations with the next largest occupation group in the area being operators, fabricators, and laborers. While 61.4 percent of all workers County-wide are employed in what are considered white collar jobs, only 30.3 percent of the DSA population are so employed. Table 3 shows the breakdown of persons by occupational category for residents of the DSA, Chester City, and Delaware County as a whole.

TABLE 3  
EMPLOYMENT CHARACTERISTICS: 1980

|  | <u>DSA</u> | <u>Chester<br/>City</u> | <u>Delaware<br/>County</u> |
|--|------------|-------------------------|----------------------------|
| Managerial and Professional<br>Specialty Occupations           | 8.8%       | 11.6%                   | 26.2%                      |
| Technical, Sales, and<br>Administrative Support<br>Occupations | 21.5%      | 26.0%                   | 35.2%                      |
| Service Occupations  | 33.3%      | 24.8%                   | 11.6%                      |
| Farming, Forestry, and<br>Fishing Occupations                  | -          | 0.5%                    | 0.6%                       |
| Precision Production,<br>Craft, and Repair Occu-<br>pations    | 8.1%       | 11.7%                   | 13.3%                      |
| Operators, Fabricators,<br>and Laborers                        | 28.3%      | 25.3%                   | 13.1%                      |

SOURCE: 1980 U.S. Census

## Housing Characteristics

In 1980, the DSA contained 3,601 housing units, representing 20.2 percent of Chester City's total housing stock. From 1970 to 1980, the DSA experienced a 12.3 percent decrease in its housing stock. In comparison, Chester City's housing stock decreased 4.8 percent while the number of housing units in the County increased 8.7 percent in the last decade. It is interesting to note that although the housing stock within the DSA decreased during the past ten years, 72.6 percent of the residents have lived in the same house for the past five years.

In terms of housing occupancy, 1980 statistics reveal that of all occupied housing units in the DSA, 43.4 percent are owner-occupied and 56.6 percent are renter-occupied. This differs from the occupancy structure of the City, where 53.7 percent of the units are owner-occupied, and the County, where 72.1 percent of all occupied housing units are owner-occupied.

A distinct gap also exists in housing values and rents between the DSA and both Chester City and Delaware County. Owner-occupied homes in the DSA are valued at \$15,600, approximately \$6,400 less than the median value of owner-occupied units in the City as a whole. The median value of owner-occupied homes in Delaware County is \$46,500, significantly higher than the City and the DSA. A similar situation exists regarding contract rents for those housing units that are renter-occupied. The median contract rent for Delaware County (\$277) is higher than the median rent in Chester City (\$146) and the DSA itself (\$117).

A certain proportion of vacant housing units at various price ranges is necessary to provide an adequate supply of housing choices within an area. Generally, a 2.7 to 5.0 percent vacancy rate is considered to be healthy and necessary for residential mobility. Delaware County's vacancy rate is a relatively healthy 3.1 percent. In contrast, the vacancy rate in Chester City is a high 10.9 percent while the vacancy rate in the DSA is an even higher and comparatively unhealthy 14.8 percent.

Substandard housing units are, by definition, units that lack complete plumbing facilities for exclusive use and/or units which are overcrowded (1.01 or more persons per room). As expected, the DSA has a higher proportion (9.6 percent) of substandard housing than does the City (7.8 percent) or the County (2.8 percent). 26.4 percent of Chester City's substandard housing units are located within the DSA.

Another important factor to consider when examining housing conditions is the age of the structure. 68.4 percent of the DSA housing stock is comprised of units built prior to 1939. In relation to Chester City, where 52.5 percent of the housing stock was built prior to 1939, and to the County as a whole, where only half as many units were built before 1939, the DSA is comprised of relatively old housing structures.

## NIA Characteristics

In order to be consistent with IDS objectives, an NIA has been established as a model area to assess the specific interrelationships between the industrial sector and the adjacent neighborhoods. Before one can assess the effects of increased industrial development upon the NIA, a clear understanding of the present conditions is necessary. Hence, the following is a brief demographic profile, once again employing 1980 census data, of the particular neighborhood focus of the IDS Study, the NIA.

The NIA encompasses virtually all of census tract 4057 with the exception of census block group 1 which is the portion of the tract located east of the Commodore Barry Bridge. There are 1,759 residents in the neighborhood with the majority of them, 58.6 percent, being black. Of the 1,759 residents, 58.3 percent are between the "productive" ages of 18 and 64, while 41.7 percent fall within what are generally considered to be "dependent" age categories, under 18 and over 64 years of age. The neighborhood has a relatively high proportion of residents 65 years old and over (25.6 percent) compared to the City (12.9 percent) and the County as a whole (12.8 percent).

Generally, the NIA lags behind Chester City and Delaware County in terms of educational attainment. Approximately 42.3 percent of the neighborhood population are high school graduates while approximately 4.3 percent have a college education. The neighborhood residents, as one might expect given the characteristics of the overall DSA, have relatively low incomes. The median family income of the area is \$11,721 with 18.7 percent of the families having annual incomes below the poverty level. Of all persons living in the neighborhood, 65.4 percent have low/moderate incomes. Within the NIA itself, the eastern portion of the neighborhood (census block groups 2 and 3) has a higher proportion of low-income persons.

Labor force and employment data is not available at the block group level. However, since the NIA is comprised of four out of five block groups in census tract 4057, it is believed that data for tract 4057 will be representative of the NIA itself. According to 1980 census statistics, 52.2 percent of all persons 16 years of age and over residing in the tract are in the labor force, and approximately 19.4 percent of them are unemployed. The majority (34.8 percent) of the tract's labor force are employed in service occupations, including private household occupations and protective service occupations. Operators, fabricators, and laborers comprise 26.3 percent of the labor force while technical, sales, and administrative support occupations employ 20.7 percent.

The housing stock within the NIA has, according to 1980 census data, similar characteristics to the housing in the overall DSA. There are 709 occupied housing units in the neighborhood with 53.3 percent of them owner-occupied and 46.7 percent renter-occupied. This occupancy ratio is very similar to that of Chester City as a whole. Within the neighborhood itself, 66.5 percent of all renter-occupied structures are located in the eastern portion of the NIA (census block

groups 2 and 3). The median value of owner-occupied housing units in the neighborhood is \$15,125 while the median contract rent for renter-occupied units is approximately \$124. 1980 census figures indicate that the neighborhood has a 14.7 percent vacancy rate, a rate much higher than what is considered necessary for residential mobility.

More detailed and up-to-date information regarding the number of vacant structures, commercial and industrial as well as residential, and actual building conditions within the NIA is necessary for an in-depth analysis of the area. This information is presented in the following section which examines the specific existing land use characteristics of the area.

#### Summary

In summary, the above statistical information clearly indicates the nature of the IDS area and its surrounding neighborhoods. It is an area that is characterized by a declining population and is comprised largely of minorities. The educational attainment and income levels of the area's residents are significantly lower in comparison to the population of Chester City and, in particular, in relation to the County populace. In terms of employment, the area's labor force is comprised largely of skilled and unskilled blue collar workers. In comparison to the City and the County, the level of unemployment is much higher in the DSA. In addition to its declining population, the area has experienced a decrease in housing units over the past decade. The quality of the housing stock itself is significantly lower in the DSA than in the City or the County as a whole.

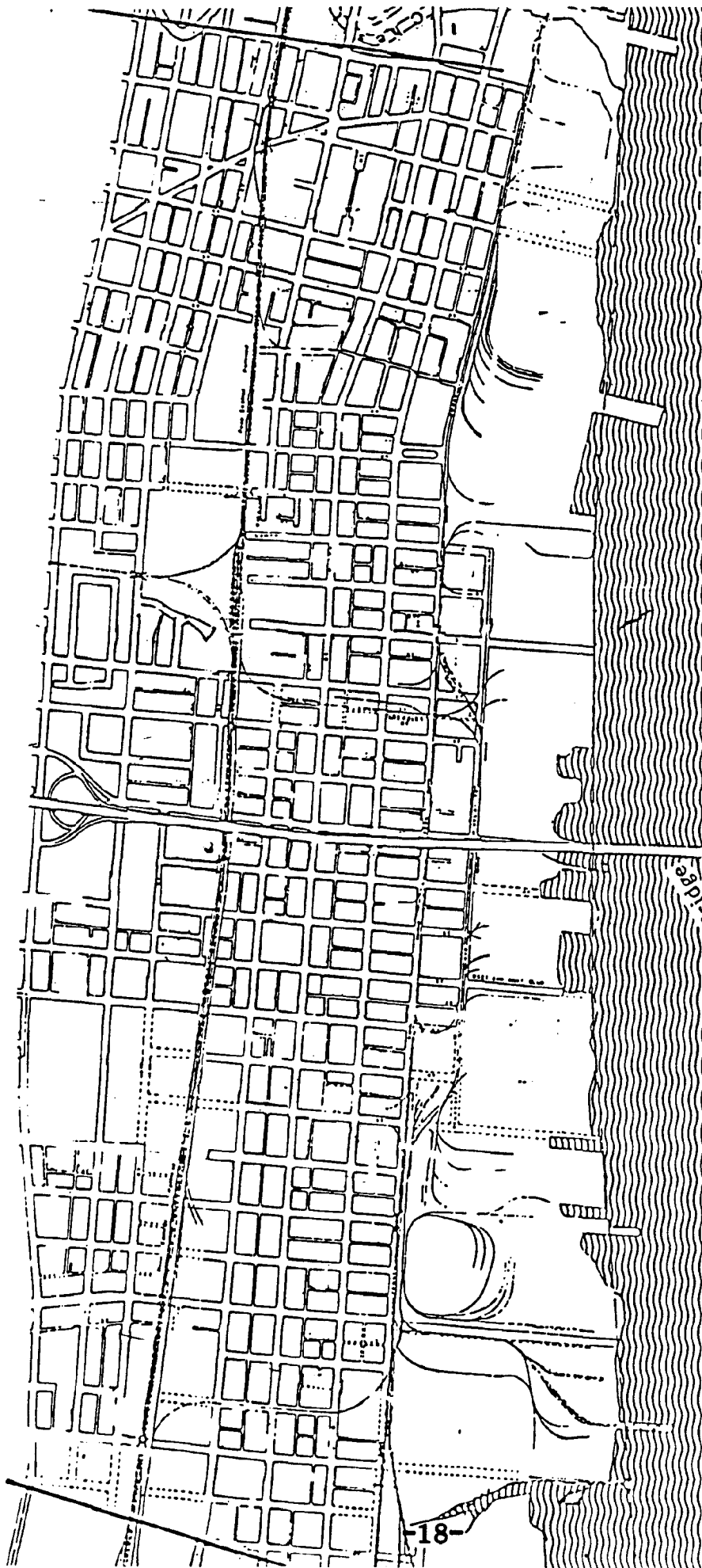
#### Land Use

##### Methodology

The existing land use patterns will describe current activities within the IDS area and will identify the constraints and opportunities which could affect redevelopment strategies. Analysis of this information will also provide a basis for physical planning by identifying and locating vacant and/or dilapidated buildings. This information will present an opportunity for rehabilitation of the current structures or for demolition and redevelopment.

Information and data were obtained from current surveys and documentation provided by the City of Chester. The Delaware County Planning Department (DCPD) supplied information contained in previous planning studies, aerial photographs, and the DCPD land use file. To ensure accuracy of the data, a number of field views were conducted in the study area. As a result of the data compilation, a map of existing land use patterns and configurations was prepared to demonstrate current trends (see Map 4 and Appendix B).

CLAYTON STREET  
 TRAINER STREET  
 BOOTH STREET  
 HARMICK STREET  
 THURLOW STREET  
 HIGHLAND STREET  
 HAYES STREET  
 WILSON STREET  
 WARD STREET  
 PALMER STREET  
 TOWNSEND STREET  
 ENGLE STREET  
 JEFFREY STREET  
 VARNELL STREET  
 REANEY STREET  
 FLOWER STREET  
 EDWARDS STREET  
 CENTRAL AVENUE  
 TILGHMAN STREET  
 NORRIS STREET  
 BROOKHALL STREET  
 LAMOKIN STREET  
 PENNELL STREET  
 LLOYD STREET  
 PUSEY STREET  
 ULRICH STREET  
 KERLIN STREET  
 PARKER STREET  
 FULTON STREET  
 FRANKLIN STREET  
 CONCORD AVENUE  
 PENN STREET



# MAP 4



SCALE  
 1" = 1100'

EXISTING LAND USE

SEE APPENDIX B

Integrated  
 Development  
 Strategy

BASE MAP: PENN DOT 1982

## Industrial Development Impact Area (IDIA)

### Industrial Use

While the IDS area is made up of a variety of land uses, by far the most dominant use is industrial and related activities. The IDS anchor sites make up the eastern and western borders of the study area. The following description of the major industrial parcels in the study area begins with RIC and proceeds westerly to the LCA tract.

RIC is owned and operated by EDC. It was purchased in 1982 at a cost of \$5 million. The complex is seen as a center for new economic variety in the County. With its subsidized leasable space in combination with financing and training programs, the complex has the potential to become a major job generator. Riverbridge is the former site of the Ford Motor Corporation and Reynolds Aluminum plants. The complex is made up of 55 acres and has 668,000 square feet of leasable building area. The current cost of space in the complex is \$2.50 per square foot on a "net" basis. The "net" price per square foot does not include the cost of utility service for the lessee. All utilities are available at the center, including electricity, gas, and water, and each company is separately metered. Rail, highway, and port access is available to the complex, but these facilities are in need of repair or upgrading.

The complex is currently leased by various tenants who occupy approximately 217,653 square feet or about one-third of the available floor area. The vacant land area to the east of the existing structures has been subdivided for sale to companies noted in Table 4 which lists the companies utilizing space at the center.

Directly west of RIC is the PQ Corporation plant. This parcel comprises approximately 21 acres and is occupied by various chemical processing structures and storage tanks. Most of the currently developed land area is clustered at the end of Lamokin Street. The land area along Norris Street and a large portion of the waterfront area is used for outdoor storage and/or is vacant. Lamokin Street serves as the main access point to the parcel for truck traffic. A series of rail spurs from the Penn Central system access the parcel via Delaware Avenue and Front Street.

Directly north of the PQ parcel at the intersection of Front and Norris Streets is the Dee Paper Company. This parcel is approximately 7.5 acres in size and encompasses the entire block. The Dee Paper Company manufactures folded boxes from purchased stock and employs a work force of 120 persons. The adjacent block between Lamokin and Broomall Streets is utilized for employee parking for both PQ and Dee Paper.

108 of the remaining 234 acres of waterfront ground are the property of the Philadelphia Electric Company (PECO). PECO has an active plant for storage and distribution of natural gas at the Tilghman Street station. Main access to the station is via Central Avenue and Norris Street. The remaining land area includes the Chester generating

TABLE 4  
DESCRIPTION OF EXISTING ACTIVITIES AT THE  
RIVERBRIDGE INDUSTRIAL CENTER, 1984

| <u>Company Name</u>             | <u>No. of Employees</u> | <u>Activity</u>                                     |
|---------------------------------|-------------------------|---|
| Gordon Terminal Packaging       | 40                      | Plastic bottle manufacturer/fills with oil          |
| Wilmington Steel Processing     | 15                      | Slate steel cutting                                 |
| Towerlite                       | 10                      | Manufactures perlite                                |
| McGrory Glass                   | 15                      | Plate glass cutting and distribution                |
| D.W. Petroleum                  | 2                       | Oil case goods - warehousing and distribution       |
| Lane Electric                   | 5                       | Outdoor sign fabrication                            |
| Precision Spray Painting        | 5                       | Spray painting                                      |
| Finn Motor Lines                | 26                      | Warehousing and office                              |
| Biomol Laboratories             | 2                       | Specialty chemical manufacturing                    |
| Barns and Buildings             | 10                      | Ready-built out-building fabricator                 |
| Jet Blast                       | 3                       | Industrial cleaning                                 |
| Giordano Trailers               | 3                       | Truck/trailer repair                                |
| T.K. Harvin                     | 0                       | Temporary parking                                   |
| Chester Steel                   | NA <sup>1</sup>         | NA <sup>1</sup>                                     |
| Cocotex                         | 12                      | Process cocoa bean hulls                            |
| Ponns & Thomas <sup>2</sup>     | 10                      | Sandblasting of steel plate and industrial painting |
| VP Hydrocarbons <sup>2</sup>    | 3                       | Specialty fuel blending and distribution            |
| Geissler and Pehr <sup>2</sup>  | 15                      | Roofing material manufacture                        |
| Blue Line Transfer <sup>2</sup> | 1                       | Truck/trailer parking and storage                   |

<sup>1</sup> Not available

<sup>2</sup> Companies which have purchased vacant parcels

SOURCE: Delaware County Economic Development Center, 1984

plant directly east of LCA. This parcel is not currently utilized but has been retained by PECO for future generation if needed. The company has set forth a policy of land banking its existing parcels and acquiring adjacent properties. This policy included acquisition of one-time residential areas north of Delaware Avenue. PECO leases portions of its property to private companies, some of which have constructed or plan to construct facilities.

The last remaining large industrial parcel is owned by the LCA Leasing Company. This parcel is located at Front and Thurlow Streets and is the western anchor of the IDS area. This parcel was specifically analyzed for its marketability and redevelopment opportunity in the CZM Industrial Sites Study of 1982. The site is made up of 62 acres and is utilized for general warehousing and storage. According to the prior CZM studies, this parcel has the opportunity to be the prime industrial site for redevelopment along the Chester waterfront. However, due to the current price of the parcel (about \$2.75 million) and site restrictions, this parcel cannot compete with less expensive industrial parks in other parts of Delaware County. For this reason and for the purposes of this strategy, the report will follow the recommendation of the Phase II Study and develop a strategy for a single user parcel. This does not rule out parcelization in the case of market change.

The preceding descriptions cover the major parcels within the IDIA area. The remaining smaller industrial firms and their characteristics can be found in Table 5.

TABLE 5  
FIRMS UTILIZING REMAINING MINOR  
PARCELS IN THE IDIA

| <u>Firm</u>           | <u>Location</u>                | <u>SIC<sup>1</sup><br/>Code</u> | <u>Employees</u> |
|-----------------------|--------------------------------|---------------------------------|------------------|
| Chester Machine Works | Delaware Ave. &<br>Jeffrey St. | 3590                            | 50               |
| Chester Salt          | Flower Street                  | 3295                            | 4                |
| GRG Machine Company   | Delaware Ave. &<br>Law St.     | 3544                            | 10               |
| Joseph Stong, Inc.    | 742 W. Front St.               | 1731                            | 20               |
| William Schmitt & Son | 418 W. Front St.               | 3444                            | 140              |

<sup>1</sup> A brief description of the Standard Industrial Classification Code (SIC) is included in Appendix C.

SOURCES: Dalton's "Delaware Valley Directory/Business and Industry 1983" and the "Delaware County Chamber of Commerce Members' Resource Directory 1984-85"

Much of the industrial base for the City of Chester lies just east of the study area. Of the remaining industrial firms, Scott Paper Company, Penn Shipbuilding, and Medford's Inc. remain the most important to Chester. Their continued activity in the City will aid the IDS area by providing some stable industrial activity in Chester on which to expand. Table 6 is an inventory of the existing manufacturing and related activity adjacent to the IDS area.

TABLE 6

MAJOR CONTRACTING AND MANUFACTURING  
FIRMS ADJACENT TO THE IDS STUDY AREA

| <u>Census Tract</u> | <u>Firm</u>           | <u>Location</u>     | <u>SIC Code</u> | <u>Employees</u>  |
|---------------------|-----------------------|---------------------|-----------------|-------------------|
| 4055                | Fisher Tank & Welding | 3131 W. 4th St.     | 3433            | 150               |
| 4057                | WitCo Chemical Co.    | 3300 W. 4th St.     | 2911            | 104               |
| 4057                | Teledyne Co.          | 4th & Townsend Sts. | 3069            | 380               |
| 4058.01             | Chester-Jensen        | 345 Tilghman St.    | 3551            | 95                |
| 4058.01             | Blue Line Transfer    | Broomall St.        | 4213            | 63                |
| 4058.02             | Medford's, Inc.       | 18-40 W. 2nd St.    | 2011            | 200               |
| 4059&60             | Scott Paper Co.       | Front & Market Sts. | 2649            | 2400 <sup>1</sup> |
| 4060                | Penn Shipbuilding     | Morton Avenue       | 3731            | 3000 <sup>1</sup> |

<sup>1</sup> Penn Shipbuilding was recently awarded a navy contract for the refitting of a frigate, so the number of employees listed may appear to be inflated.

SOURCES: Dalton's "Delaware Valley Directory/Business and Industry 1983" and the "Delaware County Chamber of Commerce Members' Resource Directory 1984-85"

Residential and Neighborhood Commercial Uses

Mixed residential and neighborhood commercial activities are located in the area bounded by Second, Flower, Front, and Fulton Streets. Rounding out the use in this category is approximately a two block area north of the LCA anchor site. Within the IDIA, there are 356 structures including five mixed residential/commercial uses.

Generally, the residential configuration of the area is comprised of two-story, single and multi-family semi-detached and attached structures. Clusters of vacant lots of varied size are interspersed among the units. Most of the existing housing stock is in need of extensive rehabilitation in order to comply with health and safety codes. The portion of the IDIA west of Wilson Street contains the best maintained

units which require little improvement while the balance of the area is made up of severely deteriorated, occupied or vacant structures. Over 55 percent of the residential and commercial use structures are severely dilapidated, in need of extensive rehabilitation, and currently occupied. Seventeen percent of the units are severely deteriorated and vacant. Thus, over 72 percent of the units are in extremely poor condition. The remaining 28 percent in basically sound condition are spotted throughout the deteriorated area.

Vacant structures have become sites conducive to criminal activity and trash dumping and are areas of unsanitary and unsafe conditions. This poses an increased hazard to residents who already live in dilapidated units. Due to the small lot development, vacant buildings/parcels become play areas for children who have limited recreational space.

Because of these characteristics, the Chester City CDBG strategy has found that the median value of these structures is approximately \$8,700, far below alternative housing costs. Due to the socio-economic status described in the previous section, residents of this area do not have the opportunity for relocating without public assistance. Programs involving rehabilitation are not encouraged in the IDIA because of zoning conflicts and transportation issues such as the land acquisition for the Route 291 reconstruction.

#### Recreational and Institutional Uses

The remaining area contains a limited amount of recreational and institutional land uses. There are only two recreational facilities in the area. The only source of public access to the Delaware River is the Barry Bridge boat launch, located at the foot of Flower and Reaney Streets beneath the Barry Bridge. This 4-acre parcel is the former site of the Old Chester-Bridgeport ferry and is owned by the Delaware River Port Authority. The City of Chester is leasing this site and constructing two public boat launches and a parking lot. Phase I of the project is completed. The West End Boat Club is a private marina located at the foot of Jeffrey Street. This parcel of approximately five acres is currently under an agreement of sale to PECO. There is a real possibility that this facility could relocate out of Chester. This may occur if PECO follows a policy of new plant construction.

The City of Chester operates a facility for the Department of Sanitation at Second and Broomall Streets. There are no other municipal buildings located in the IDIA area. Fire and police protection is supplied from stations just outside of the study area.

The Ukranian Catholic Club is located on Second Street, and it is heavily utilized for meeting space and various religious and community functions. Although this building is structurally sound, it lies within the proposed right-of-way for the Route 291 reconstruction project. A suitable relocation of this center is very important for the continued cohesion of the ethnic community.

## Neighborhood Impact Area (NIA)

As mentioned earlier, to augment the IDS area and to gauge the effect of expanded industrial development in the IDIA, the NIA was included. This area is comprised of land uses not present in the industrial sector. The NIA is made up of 32 city blocks between the north/south boundaries of Front Street and the Conrail right-of-way and between the east/west boundaries of Flower and Wilson Streets. The City of Chester has delineated portions of the NIA as NSA's for redevelopment under its CDBG program. Various City agencies have developed and submitted needs and strategies to the Department of Housing and Urban Development (HUD) which will be further developed by the IDS.

### Residential and Neighborhood Commercial Uses

The NIA consists of 642 residential and mixed residential/commercial structures containing 709 units. These make up 90 percent of the existing land use pattern and 85 percent of the total land area. The housing stock in the NIA varies. Large, three-story, semi-detached and attached structures are found along Third and Fourth Streets. Included in the Third Street corridor are mixed residential/neighborhood commercial units. Most of the remaining housing stock consists of two-story, attached row units. Apartment buildings are dispersed throughout the NIA as either secondary uses or as free standing structures.

As was found in the IDIA, there is a wide range of structural soundness in the NIA. Of the 642 structures, 201 occupied units or 32 percent are in need of substantial rehabilitation. Vacant units, which make up 10 percent of the existing stock, are in severely deteriorated condition. When one adds to this the 88 vacant lots west of Second Street in the NIA, this leaves substantial opportunity for comprehensive rehabilitation or new construction.

Units on the south side of Second Street are in the Route 291 acquisition area. This has resulted in the City not including the area in its redevelopment plans. Various local nonprofit housing advocacy groups and the City are working with individuals affected by these poor conditions and with PennDOT. PennDOT has an ongoing relocation assistance program which awards fair market value for units which are acquired for highway expansion. These efforts can be helpful in coordinating any relocation activities and in providing counseling and financial assistance to displaced neighborhood residents. By dovetailing these programs with available vacant acres in the NIA, an upgrading of the built environment and provision for displaced residents can result.

The predominant commercial use in the study area is neighborhood retail. Small grocery, eating, and service establishments occupy the first floors, and dwelling units are located on the second and third floors. Generally, the neighborhood business district extends along Third Street with the main commercial center being located in the vicinity of the Commodore Barry Bridge. The remaining business uses are scattered throughout the entire NIA.

There are no major retail stores in the NIA. Residents of the area must travel outside of their neighborhoods to gain access to grocery, department, and service stores. These residents seem to utilize the Edgmont Avenue corridor in Brookhaven and Upland Boroughs with other clothing and goods being provided by the major malls in Springfield and Middletown Townships and in the State of Delaware.

#### Industrial and Heavy Commercial Uses

Although the NIA is predominantly made up of other land uses, a small portion is utilized by industrial firms, which are noted in Table 6. Some larger parcels in the NIA are utilized as service centers for trucks, contractor yards, and scrap yards. These sites of heavy commercial use would provide opportunities for new development due to their large open area which is generally underutilized. An example of this is the large truck center on the west side of Second Street between Engle and Ward Streets.

#### Recreational Use

There are two park facilities in the NIA. Existing recreational areas have been acquired by the City as a result of demolition and acquisition of various small parcels. The largest public park is the Ward Street playground at Ward and Front Streets. The parcel is approximately  $\frac{1}{2}$  acre in area and includes playground equipment and a basketball court. The remaining area is the West End Youth Center at Third and Yarnall Streets. School yards provide some additional recreational area. However, they are generally paved with no grassy field area.

While Chester has larger recreational/open space areas in other parts of the City, they are separated from the study area by significant physical barriers such as the Penn Central right-of-way and the Commodore Barry Bridge support. These borders effectively deter residents of the study area from utilizing the peripheral parkland areas, such as Veterans Memorial Park or Chester Park.

Table 7, which lists the park facilities in Chester City, demonstrates the lack of parkland in the IDS area when compared to the City as a whole. Of the more than eighteen acres of parkland in the City, only 1.7 acres or 0.9 percent are located in the study area. A further reduction in recreational open space will result from the loss of the Ward Street playground as part of the acquisition of right-of-way for the Route 291 expansion project.

The NIA does not have sufficient accessible recreational area at the present time, and because of the dense building configuration, potential areas for such use will be difficult to identify. Criteria utilized in the "Delaware County Open Space, Parks, and Recreation Study" were developed by the Delaware Valley Regional Planning Commission (DVRPC) in 1977. Recognizing the densely populated and built up

TABLE 7  
INVENTORY OF EXISTING RECREATIONAL FACILITIES  
IN CHESTER CITY

| <u>Park Name</u>                 | <u>Address</u>                 | <u>Size (acres)</u> | <u>Facilities</u>   |
|----------------------------------|--------------------------------|---------------------|---------------------|
| Pulaski                          | 8th & Caldwell Sts.            | 1.6                 | A, PE, FP, GC       |
| Comisiak Playground <sup>1</sup> | 4th & Booth Sts.               | .3                  | A, PE, GC           |
| Ward St. Playground              | Front & Ward Sts.              | .5                  | A, PE, GC           |
| Memorial Park                    | 7th & Engle Sts.               | 15.8                | A, PE, P, FP, GC    |
| Crosby Square                    | 13th & Crosby Sts.             | 3.0                 | A, PE               |
| Chester Park                     | Elkington Blvd. & Houston St.  | 71.9                | A, PE, P, RP, GC, B |
| Washington Park                  | 18th & Melrose Ave.            | 13.0                | A, PE, P, GC        |
| Deshong                          | 11th St. & Ave. of the States  | 18.0                | A, PE, FP, GC       |
| Sun Village                      | Curry & Johnson Sts.           | 4.0                 | P                   |
| Crozer Park                      | Kerlin St. & Finland Dr.       | 49.4                | A, FP, SP, B        |
| Highland                         | Curran & Perkins Sts.          | .3                  | A, PE, GC           |
| Ethel Waters Park                | Front St. & Ave. of the States | 1.3                 | P                   |
| West End Youth <sup>1</sup>      | 3rd & Yarnall Sts.             | 1.0                 | A, PE, GC           |
| Penns Landing                    | Front & Penn Sts.              | 4.1                 | P                   |
| Norris                           | Front & Norris Sts.            | .2                  | A, PE, GC           |
| Mitchell                         | 7th & James Sts.               | 1.0                 | A, PE               |
| Lloyd Neighborhood               | 8th & Lloyd Sts.               | .1                  | A, PE, GC           |
| Concord                          | Lincoln St. & Concord Rd.      | 2.0                 | A, PE               |
| Octagon                          | 10th & Pennell Sts.            | .6                  | A, PE               |
| Four Seasons                     | 7th & Pennell Sts.             | .3                  | A, PE, GC           |
| Butler                           | 5th & Shedwick Sts.            | .3                  | A, PE               |
| McClurg                          | 8th St. & Chester Creek        | .4                  | A, PE               |

KEY:

|    |   |                      |    |   |   |
|----|---|----------------------|----|---|---|
| A  | - | Active               | OP | - | Open, play or informal playground areas |
| P  | - | Passive              | FP | - | Formal playgrounds (baseball, football) |
| U  | - | Undeveloped          | GC | - | Game court                              |
| PE | - | Playground equipment | B  | - | Shelter or building                     |
| P  | - | Picnic facilities    | SP | - | Swimming pool                           |

<sup>1</sup> Located in the IDS area

SOURCE: "Delaware County Open Space, Parks, and Recreation Study," 1978

nature of the study area, DVPRC has set minimum standards which reflect the lack of land area available for such purposes. Following the most minimum standard of 3.08 acres per 1,000 residents, with an NIA population of 1,759 and an existing recreational area total of 1.7 acres, the area is still deficient in recreational area by approximately 3.7 acres. This deficiency will be further increased with the loss of the Ward Street playground.

#### Institutional Use

Public institutional uses are limited in the study area. There are no public educational facilities located in the IDS area; however, just east of the study area the Chester City School District operates a vocational training center at Dock Street. This center could be a prime source of trained personnel to meet the needs of increased industrial development. The remaining school district property in the area is the former Dewey-Mann Elementary School site at Third and Yarnall Streets. The school had occupied only a small portion of the block, making future development possible.

The study area is deficient in public amenities such as library facilities. Police and fire protection is supplied by stations outside of the study area. Due to the lack of City funding, alternative programs to assist the City in addressing this problem must be identified.

Private institutional uses are readily found in and directly adjacent to the study area. The area contains approximately fifteen churches of various denominations, the largest of which is St. Hedwigs Catholic Church at Fourth and Wilson Streets. Affiliated with this church is a parochial elementary/secondary school. Holy Ghost Ukrainian Catholic Church and school is located at Third and Hardwick Streets. Both of these institutions serve the predominantly ethnic western portion of the study area. The remaining churches are spread throughout the study area.

#### Zoning

As shown in Map 5, the study area is predominantly zoned for industrial use. All of the land area south of Second Street falls into the M-2 and M-3 Industrial categories, which provide for heavy industrial usage and large-scale structures and coverages. These areas contain hazardous materials and activities that depend on bulk transportation of raw materials and large-scale warehousing activity. The M-1 Industrial district fronts on Second Street on the south and Mary Street on the north, running the entire width of the IDS area. The remaining lands in M-1 use are located north of Fourth Street. The district provides for less hazardous industrial activities which do not require a great amount of land area.

The study area contains two commercial districts forming a ribbon along the north and south sides of Third Street. The C-1 zone, which allows for retail, service, and amusement activities, is comprised of the light commercial areas between Ward and Yarnall Streets and east of Edwards Street. The C-2 district, which occupies the remaining area

28



SCALE  
1" = 1100'

# ZONING DISTRICTS

| INDUSTRIAL | M-1 | COMMERCIAL  | C-1 |
|------------|-----|-------------|-----|
| INDUSTRIAL | M-2 | COMMERCIAL  | C-2 |
| INDUSTRIAL | M-3 | RESIDENTIAL |     |

# Integrated Development Strategy

**BASE MAP: PENN DOT 1982**

along Third Street, provides for heavy commercial and wholesale activity.

The remaining area is zoned R-3 residential. This district provides for residential uses on lots no less than 750 square feet in area. This district allows a wide range of building types, including single family detached, semi-detached, multi-family, and other dense uses or accessory buildings. Descriptions of these categories can be found in Table 8.

Although the City has established zoning regulations, much of the City's development pre-dates the code. Because of this characteristic, the study area contains a mixture of land uses inconsistent with the current code. The established uses and structures pose an obstacle to increased industrial expansion.

### Transportation

The IDS study area is accessible by three major transportation modes - highway, rail, and water (see Map 6). Along with these modes, Philadelphia International Airport is within minutes of the study area. This accessibility demonstrates the area's importance as a regional hub and provides an excellent basis for increased opportunities for industrial activity. On the other hand, though, the existing street network and rail system within and directly adjacent to the study area have fallen into disrepair. The following section will provide an overview of existing network conditions along with programmed improvements in the various sectors of transportation.

#### Highways

##### Existing Network

Chester's street system forms a grid pattern with several diagonal streets. This pattern lacks continuity and orderly direction primarily because the City is divided by Chester and Ridley Creeks, the AMTRAK Main Line, and the main lines of the Baltimore and Ohio Railroad. It is also divided by I-95 and the Commodore Barry Bridge, which connects I-95 in Pennsylvania with I-295 in New Jersey.

Because of its industrial complex, the City has been the hub of several major routes traversing the area, including US 13, PA 320, PA 322, and PA 352. With the exception of I-95, Chester lacks a major thoroughfare which can adequately carry four lanes of traffic. Capacity is lacking on the two major east-west routes, US 13 (Ninth Street) and PA 291 (Second Street or the Industrial Highway). North-south movement, especially in the study area, is restricted to Highland Avenue, and further east near the central business district (CBD), PA 352, PA 320, and US 322 are badly hampered by narrow street widths, on-street parking, and poor continuity. In addition, most of these major arterials serve both local and regional traffic since I-95 and the Media Bypass (US 1) represent the only limited-access highways in the vicinity.

TABLE 8

## EXISTING IDS AREA ZONING

| Category        | Section of Ordinance | Permitted Uses  | Uses By Special Exception   | Prohibited Uses |
|-----------------|----------------------|---|---|-----------------|
| R-3 Residential | Article 1347         | Any use in R-2<br>2 family semi-detached dwelling provided that the party wall is erected at the same time<br>Multiple dwelling<br>Single family attached dwelling provided that there are no more than 10 dwelling units in a series and they are constructed at the same time<br>Rooming or boarding house<br>Community garage<br>Fraternity/sorority houses on certain streets | N/A   | N/A             |
| C-1 Commercial  | Article 1353         | Any use in R-3<br>Apartment in combination with business<br>Hotel/tourist house<br>Retail store<br>Personal service shop<br>Club/theatre, community center<br>Bank/financial institution<br>Transit station<br>Office/studio<br>Mortuary<br>Private educational institution   | Restaurant, eating place, or cafe<br>Place of amusement, recreation, or assembly other than a theater<br>Confectionary/bakery<br>Laundry, dry cleaner<br>dyeing establishment<br>Car sales/service, public garage, parking lot<br>Signs when erected in accordance with Article 1731 of the Building Code<br>Accessory use<br>Use of same general character | N/A             |

TABLE 8

EXISTING IDS AREA ZONING  
(Continued)

| Category          | Section of Ordinance | Permitted Uses  | Uses By Special Exception  | Prohibited Uses |
|-------------------|----------------------|---|--|-----------------|
| C-2<br>Commercial | Article 1355         | <p>Uses in C-1</p> <p>Car sales/service, public garage, parking lot</p> <p>Wholesale business</p> <p>Storage/warehouse, hauling station</p> <p>Coal, fuel oil, building materials yard (not junkyard)</p> <p>Metal working, plumbing, pipe-fitting shop</p> <p>Crafts/repair</p> <p>Printing establishment</p> <p>Dairy production</p> <p>Uses in M-1 as accessory uses</p> <p>Custom shop</p> <p>Bakery/confectionary</p> <p>Accessory use</p> | Use of same general character  | N/A             |
| CBD<br>Commercial | Article 1359         | <p>Multiple dwellings/apartments</p> <p>Retail/office</p> <p>Bank/financial institution</p> <p>Indoor theater</p> <p>Printing establishment</p> <p>Motel/tourist house with at least 20 rooms</p>   | <p>Place of amusement, recreation, or assembly other than a theater</p> <p>Restaurant or cafe</p> <p>Use of same general character</p> | N/A             |

TABLE 8

EXISTING IDS AREA ZONING  
(Continued)

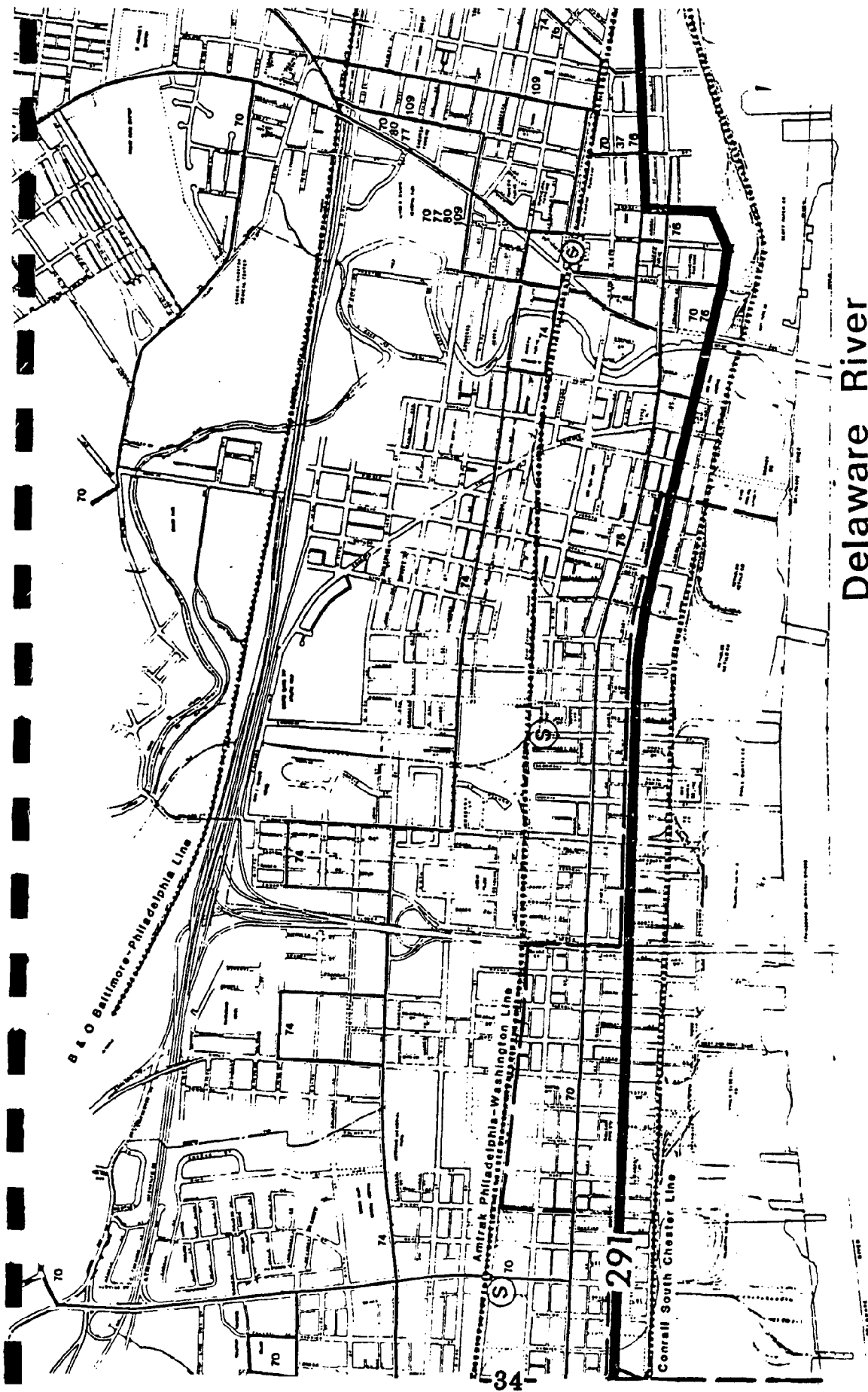
| Category          | Section of Ordinance | Permitted Uses  | Uses By Special Exception   | Prohibited Uses   |
|-------------------|----------------------|---|---|---|
| M-1<br>Industrial | Article 1361         | Personal services<br>Laundry/dry cleaner/dyeing establishment<br>Municipal building and parking<br>Transit stations<br>Bakery/confectionary | Electroplating<br>Foundry as accessory use<br>Locomotive shop<br>Metal working shop | Uses prohibited in M-2<br>Boiler/tank shop<br>Coal/metal industries<br>Flour milling<br>Manufacture of:<br>paint, brick, gases,<br>chemicals, alcohol,<br>ink, paper, tar, lime,<br>soap, etc.<br>Rolling mill<br>Smelting and refining<br>Tanning      |
|                   |                      | All lawful uses   |   |   |
| M-2<br>Industrial | Article 1363         | All lawful uses   | Necessary accessory uses<br>Handling/processing/<br>storage of hazardous wastes     | Junkyard<br>Blast furnace<br>Manufacture of:<br>fertilizers, glue, acids,<br>explosives, chlorine<br>products, fat products,<br>asphalt, bleach, rubber,<br>linoleum, turpentine, etc.<br>Processing of:<br>petroleum, animal products, ore<br>Abattoir |

TABLE 8

EXISTING IDS AREA ZONING  
(Continued)

| Category       | Section of Ordinance | Permitted Uses  | Uses By Special Exception  | Prohibited Uses |
|----------------|----------------------|-----------------|--|-----------------|
| M-3 Industrial | Article 1365         | All lawful uses | Dwellings except as accessories<br>Abattoir<br>Manufacturing of explosives, fertilizer, cement, plaster, acids<br>Stockyard<br>Junkyard<br>Handling/processing/storage of hazardous wastes | N/A             |

SOURCE: "Codified Ordinances of Chester, Part Thirteen - Planning and Zoning Code," 1982.



Delaware River

MAP 6



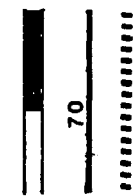
SCALE  
1" = 1100'

# TRANSPORTATION NETWORK

HIGHWAYS/STREETS

BUS ROUTES

RAIL SYSTEMS



Integrated  
Development  
Strategy

BASE MAP: PENN DOT 1982

The major highway facility passing through the City of Chester is I-95. An average daily traffic count of over 86,000 vehicles was recorded in 1983 on a section of I-95 in Chester. Access to and from I-95 is provided by a number of entrances and exits. The southbound exits include Chestnut Street, US 322 east/Commodore Barry Bridge, Highland Avenue, and US 322 west. The southbound on-ramps are located at Kerlin Street, US 322 west/Commodore Barry Bridge, Edgmont Avenue (proposed), and Highland Avenue. The northbound exits include Highland Avenue, US 322 east/Commodore Barry Bridge, Kerlin Street, and Edgmont Avenue. The northbound on-ramps are located at Highland Avenue, US 322 east, US 322 west/Commodore Barry Bridge, and Chestnut Street.

The other roads that comprise Chester's major highway network are US 322, US 13, PA 291, PA 320, and PA 352. The main function of US 322 in Chester is to provide access from I-95 across the Commodore Barry Bridge to New Jersey. Local access to and from the bridge is provided via Ninth Street but is limited to an eastbound on-ramp and a westbound off ramp. Traffic wishing to exit US 322 eastbound or enter US 322 westbound must use Highland Avenue.

Of the highways listed above, only I-95 and PA 291 are good facilities for trucks, and only PA 291 directly serves the study area. While I-95 is an adequate route for regional truck traffic, PA 291 is the only route for local truck traffic in the study area, and it restricts through movement since it traverses residential streets and the CBD.

#### Access Problems

The major access problems in the study area result from the configuration of Chester's streets and their connection to I-95, especially from the industrial sites located in the study area. Of all the exits and entrances on I-95 in Chester, only Kerlin Street and Highland Avenue provide direct access between I-95 and the study area. Neither of these streets provides good truck access to the study area because they are narrow and travel directly through residential areas with on-street parking. On Highland Avenue, there is a clearance of only 11'9" under the Penn Central rail line near Sixth Street. This low clearance hampers truck traffic between the study area and I-95 via Highland Avenue.

At present, the best route for trucks to take into the study area is to exit I-95 at Stewart Avenue in Ridley Park, follow Stewart Avenue south to PA 291, and follow PA 291 south into the study area. If the construction of the Mid-County Expressway, I-476 (Blue Route), becomes a reality, access to I-95 for regional truck traffic will be greatly improved, but Stewart Avenue and PA 291 will still represent the only truck access route to the study area.

#### Possible Improvements

The ultimate solution to the access problem would be to build a direct access road between I-95 and the riverfront area that would have the potential to be used as a truck route. The interchange

with I-95 should provide access to and from both the northbound and southbound lanes. While the PA 291 expansion project, which will improve this road to a four lane highway capable of handling large volumes of truck traffic, will be a significant improvement, access should also be made available from the study area to Ninth Street in the vicinity of the Commodore Barry Bridge ramps. This improvement would provide direct access between PA 291 and the Commodore Barry Bridge. Because of the existing development patterns in Chester, however, an improvement of this type seems highly unlikely. There is no undeveloped path for a direct access link of that nature between I-95 and PA 291. Nonetheless, the completion of I-95 through Philadelphia and the Blue Route would assure improved regional access to and from the study area.

#### Programmed Projects

PennDOT has programmed a number of capital improvements which, when completed, should have an impact on access to and from the study area. These four projects, at a cost of over \$300 million, should greatly improve the traffic circulation in Chester. The majority of this money, over \$260 million, would go toward improving regional access to Chester by completing I-476 from I-95 in Ridley Township to the Schuylkill Expressway in Montgomery County. Two of the programmed projects are located in the study area and are considered to be part of the solution to solving the access problem discussed earlier. They are the PA 291 reconstruction and the Second Street bridge replacement. Table 9 lists the programmed improvements, their current status, and total cost.

TABLE 9  
PROGRAMMED TRANSPORTATION IMPROVEMENTS

| <u>Project</u>                   | <u>Estimated Let<br/>Date</u>      | <u>Total<br/>Cost</u> |
|----------------------------------|------------------------------------|-----------------------|
| PA 291 Reconstruction            | 9/87                               | \$ 38,970,000         |
| Second Street Bridge Replacement | 10/85                              | \$ 600,000            |
| Edgmont Avenue I-95 Ramp         | 5/86                               | \$ 1,560,000          |
| I-476, Mid-County Expressway     | 7/85<br>(MacDade Blvd.<br>to I-95) | \$261,630,000         |

SOURCE: PennDOT 12-Year Program

## Bus Transportation

Bus service is provided to the IDS area by SEPTA. Two bus lines link the study area with destinations throughout the County. One line is Route 113, which links the eastern portion of the County from the 69th Street terminal with Marcus Hook via Darby and Chester. This route serves the Chester CBD and the IDS area via Third Street. A second line is Route 70, which connects Brookhaven to Feltonville and Buckman Village via Third Street in Chester. Both of these lines stop at the Chester Transportation Center where connections can be made to routes throughout the County.

Bus stops servicing the study area are located at Third and Lloyd Streets and Third Street and Highland Avenue, and stops are made at 30-minute intervals. SEPTA has recently replaced many of the older buses in its fleet and has the capability to provide more efficient service.

## Rail Transportation

### Commuter Service

The study area is served by SEPTA's regional high speed lines (commuter rail), and the station nearest the study area is at Highland Avenue. SEPTA operates 26 inbound/outbound trains per day. The rail line operates within the same track bed as AMTRAK's inter-city passenger service. However, AMTRAK service to Chester was discontinued in early 1983, and these trains pass through the City without stopping.

### Freight Service

Due to the reduction in industrial activity in the study area and the dependence on highway-oriented shipping routes, the demand for a healthy rail network has diminished. However, the existence of rail access for major industrial parcels is a positive factor in any redevelopment plan.

In 1975, existing rail facilities of the Penn Central and Reading lines were consolidated into the Conrail system. While the Philadelphia-Washington main line was conveyed to the AMTRAK system and electrified to provide commuter service, Conrail maintains the line and utilizes it for electrified freight service. Direct riverfront freight service is provided by two branches which follow the former Penn Central rail line. The Chester and Philadelphia branch runs a distance of 13 miles between the Delaware-Pennsylvania line and Eastwick. The Reading Company Chester Branch also runs 13 miles between Marcus Hook and 60th Street in Philadelphia. Both lines are non-electrified and operate diesel-powered locomotives. While maximum speeds on these lines cannot exceed 15 MPH, slow orders of 5 MPH are enforced because of deteriorating track conditions. Both lines contain many spurs into waterfront parcels currently under or unutilized. Service crews and

yard facilities in the study area are located on the former Penn Central line at Thurlow Street and between the former Penn Central and Reading industrial lines at the Stoney Creek yard in South Chester.

In general, the study area is served by a substantial rail system for industrial usage. However, due to the reduced usage and lack of maintenance and manpower, the system must be operated at inefficient levels. Deterioration of the existing system was evaluated in 1975 by the United States Railway Associates who surveyed approximately 48,000 miles of Conrail track. The survey revealed that there is a major need for replacement of ties, track, switching areas, etc. However, the billion dollars budgeted by Conrail over the past ten years provide only enough funding for repair of existing facilities. No new construction is anticipated to satisfy new shippers' demands.

#### Water Based Transportation

The study area is fortunate to have the opportunity for direct access to the Delaware River for industrial shipping. However, although this access exists, channel depths and river sedimentation adjacent to industrial parcels have made berthing of deep drafting vessels impossible. Navigable waters are located in the center of the watercourse where the U.S. Army Corps of Engineers (COE) maintains and dredges the 40-foot channel. Depths fronting industrial parcels range from 6 to 24 feet. The LCA and Riverbridge parcels have direct pier access to a depth of 24 feet. As a result of this shallow water, direct access is restricted to shallow draft vessels such as barges and river tugs. Larger ocean-going vessels must dock at deep water ports in Philadelphia and Wilmington or anchor in deep channel areas.

Chester may have an opportunity to improve direct port access for industrial expansion. However, this would require detailed economic and technical feasibility studies since non-federal funds would be required to develop a channel linking the riverfront with the existing 40-foot shipping channel maintained by the COE.

#### Pedestrian Network

An important issue in the existing neighborhood areas of the study area is the availability and condition of a safe and adequate pedestrian network to serve the needs of residents and employees of area firms.

Within the IDIA there is no system of walkways to connect the large parcels to each other nor are there any internal systems. Due to the heavy dependence on truck and rail access, hazardous pedestrian conditions occur when these activities clash. Also, because of the difficulty in reaching the neighborhood service areas from the waterfront, interaction between the industrial corridor and the neighborhood is limited. There is a clear need for a planned pedestrian system to link industrial parcels with each other, with neighborhood activities, and with recreation areas such as the Barry Bridge boat launch.

Within the NIA, the pedestrian network follows the grid street pattern. Although this network includes an extensive system of sidewalks, much of it is in disrepair and offers no amenities to encourage pedestrian movement. The City of Chester has been utilizing CDBG funding for sidewalk and curb reconstruction. There is a clear need for extensive reconstruction including handicapped ramps, tree planting, and street furniture throughout the study area.

New development in the industrial corridor and neighborhood must consider pedestrian movement not only to provide adequate and safe access but also to provide neighborhood interaction and beautification which would aid in a more positive view of the area by potential developers.

### Utilities

The IDS study area is fully served by public utilities. Water, sewer, gas, electric, and refuse disposal services provide an existing useful infrastructure to be utilized by the area. Because of the age and configuration of some specific sections, problems have occurred; however, the agencies which are responsible for their maintenance have kept the systems in good working order. The following sections describe the services that are available in the IDS area.

#### Water Supply

Water is provided to the IDS area by the Chester Water Authority which obtains its supply from the Octoraro Creek and the Susquehanna River. The system has an average daily sendout of approximately 31 million gallons per day (MGD) and has the resources to cover a demand of 60 MGD. About 40 percent of the sendout goes to industrial users. Main transmission lines in the IDS area run along Route 291 and have the opportunity to undergo full-scale improvement concurrent with the highway's reconstruction. With current demand being satisfied, sufficient surplus is available for expanded industrial activity.

#### Sewer Service

Sewer service is provided to the IDS area by the Delaware County Regional Water Quality Control Authority (DELCORA). DELCORA provides service to Chester as well as to most of Delaware County. Its main treatment plant is located directly west of the IDS area and has a capacity of 46 MGD. The plant is currently operating at 38 MGD. A 30-foot force main located in Fourth Street transports industrial waste, which makes up about 75 percent of the load, to the main plant. The Authority also maintains the entire sewer network within the study area and is responsible for its repair and maintenance. Any future integration of industrial usage would have to be studied by DELCORA, but capacity appears to be available.

#### Gas and Electricity Service

Electricity and natural gas service is provided to the IDS area by PECO. PECO is a member of a coordinated power grid system called

the Pennsylvania-New Jersey-Maryland Interconnection (PJM). This is one of the most up-to-date systems in the nation, and through its main office, PJM can shift power to various sectors of its coverage area depending on need. PECO has maintained a policy of continuing to update its facilities by retiring old oil-fired generating stations and shifting to more up-to-date facilities.

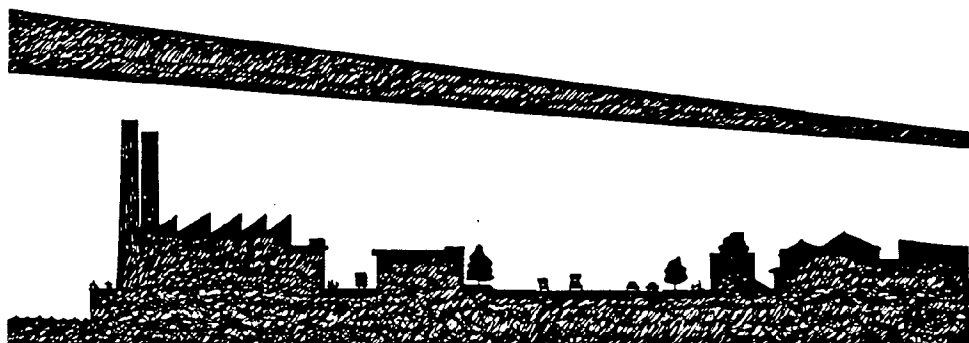
PECO owns a large portion of the IDIA, so it has land available for future plant construction. These holdings include the active Tilghman Avenue gas plant along with the retired Chester generating station. PECO's banking of land areas adjacent to existing generating facilities is consistent with CZM energy facility siting policy. This availability of land area and programmed plant updates make it possible for PECO to service any future needs of industrial expansion.

#### Solid Waste Management

Refuse collection in the IDS area is performed by Chester City and private haulers. Residential collection is the responsibility of City haulers who transport to County transfer stations for disposal to various landfill areas. Industrial parcels are generally serviced by private haulers under contract with the various firms. In cases where hazardous chemicals or wastes result from processing, the Department of Environmental Resources (DER) closely monitors plant disposal practices and requires that only certified haulers handle such wastes.

## CHAPTER 4

# ANALYSIS OF PROBLEMS AND OPPORTUNITIES



## CHAPTER FOUR

### ANALYSIS OF PROBLEMS AND OPPORTUNITIES

With the previous portions of this report providing a data base of existing conditions in the IDS area, identification of opportunities for and constraints to new industrial development or expansion can be analyzed. This data base will also assist in coordinating existing neighborhood improvement programs and might possibly demonstrate the need for new ones within the NIA. To discuss these characteristics, each sub-sector of the IDS study area will be examined separately. By illustrating each problem and constraint, a strategy addressing these issues can be developed. By recognizing the opportunities for redevelopment, the strategy can identify resources to implement physical, infrastructure, and social programs which would benefit the IDS area and the City as a whole by providing increased employment opportunities and an improved living environment.

#### Industrial Development Impact Area (IDIA)

The IDIA reflects a continuing trend of declining primary manufacturing industries in the frost-belt states. Due to a variety of physical and social factors, many major industries have either moved their operations to sun-belt states or have ceased operating entirely. Examples of this are the former users of the RIC site. Ford Motor Company and Reynolds Aluminum have both moved from the area. Because of this, many related businesses such as shipping and warehousing have lost their markets.

The large waterfront parcels which are available for disposition are being marketed in their entirety, and this has resulted in highly priced sites with limited appeal. When these high purchase prices are coupled with development and site upgrading costs, the properties cannot compete with undeveloped industrial park land in other parts of the County.

Due to age and obsolete development techniques, the structural soundness of the existing industrial buildings in the IDIA is very poor with most of these buildings being in need of extensive rehabilitation or demolition. For example, the Phase II Study identified the LCA Leasing property as being in need of \$350,000 worth of structural demolition alone.

The land use pattern demonstrates a continuance of nonconforming, conflicting uses which have been left over from a time of intense development during the boom years. The remaining residential housing stock represents a significant architectural barrier to industrial expansion south of Route 291. The widening of Route 291 will not only serve as the first large-scale demolition and clearing of the area but will also separate any remaining nonindustrial areas from contiguous neighborhoods. Therefore, because of these characteristics, a policy of demolition and relocation from the IDIA should become the long-range alternative for this area. By identifying redevelopment/rehabilitation areas within the adjoining NIA, the needs of the relocated residents can be met. Unfortunately, there have been so many actors involved in the problems of relocating residents and acquiring developable

land assemblages, each utilizing different criteria for assistance, that the efforts have been uncoordinated and somewhat haphazard. The residents of the neighborhood are in need of coordinated assistance to find alternative living areas. Financial assistance programs for re-locating existing residents will be required because of their severe poverty levels.

Transportation access, both highway and rail, is in very poor condition. Access to waterfront parcels is in need of upgrading with reconstruction of Route 291 being the major improvement issue in the area. Also, access from major linkages such as I-95 is inadequate and poorly signed. Flow conflicts and bridge obstructions hinder efficient use of the existing network. The existing grid network and street widths are insufficient for large volumes of truck traffic, resulting in conflicts between car and truck traffic. With no delineation between car and truck routes, this will continue to result in hazardous conflicts between neighborhood and industrial traffic.

Along with poor highway conditions, the existing network of rail lines and spurs is underutilized and in poor condition. These lines, which basically run along Front Street, also result in vehicular conflict. Due to lack of service in the area, Conrail has had no interest in upgrading rail conditions. In 1976, an evaluation revealed that over \$1 billion would need to be expended over a 10-year period to upgrade service throughout the river corridor.

To further retard development in the IDIA area, two other major factors arise. The first is the existence of a high crime rate. Because of this situation, new firms are not anxious to locate in the area and risk exposing their businesses or employees to crime. Employees would not remain eager to work for firms in areas where this problem exists. Another issue which has restrained development is the lack of skilled labor available for new or "high tech" employment. Although training programs are available, without employee sponsorship, the trainees may not be able to find jobs.

In contrast to these negative features, the study area possesses many opportunities for redevelopment which undeveloped, "raw" acreage does not enjoy. Supporting infrastructure with public water and sewer service is available. DELCORA operates sewage facilities located just west of the study area and has the capability of expanding its facilities to process additional amounts of industrial wastes. Increased amounts of processed industrial sludge would provide an opportunity for the production of fertilizer or for energy generation. The Chester Water Authority provides public water to the area and also has sufficient resources to cover increased demand. Any use of public water would probably be limited with the remaining industrial need being satisfied by water from the Delaware River. This source could be utilized in many cooling processes and returned to the river once its temperature is moderated. This should not result in any adverse environmental impacts on the Delaware River.

The study area has an established street network to serve the industrial zone. Although this network is in disrepair and has not

been designed for modern transportation modes, the opportunities for improvement are present and, as noted in Chapter 3, are programmed by various agencies. Proper and efficient expansion and utilization of the typical 60-foot right-of-way in Chester will streamline vehicular transportation. Complementing the circulation network of the immediate study area is the proximity of, and improvements to, the major linkages in the Delaware Valley. The Blue Route, widening of Route 291, and the close relationship to I-95 are very positive influences. The parcels are easily accessed by Conrail via numerous spurs and are minutes from Philadelphia International Airport.

Even with the presence of these positive factors, the most important component in the redevelopment scheme is the stability of the existing firms in and adjacent to the study area. Of the industrial firms identified in Tables 5 and 6 and in the text preceeding these tables, many have been located in the same site for many years and have operated successfully. These companies employ over 6,850 workers and can be a major stable foundation on which to expand. These firms represent a benchmark from which to demonstrate the viability of new industrial activity along the Chester waterfront.

Lastly, however, the most important issue which will serve as a common thread to tie all of the preceeding opportunities together is the enterprise zone designation (see Map 7). The enterprise development program provides an extensive array of financial assistance and incentive programs to eligible areas that cannot be applied to alternative sites. In 1983, DCA designated Chester City as an entitlement area for this special program. Funding programs can be utilized for economic development and for neighborhood projects. Further explanation of the enterprise development program is provided in the following chapter.

#### Neighborhood Impact Area (NIA)

The NIA exemplifies many of the problems which exist City-wide in Chester. The poor condition of the housing stock and the socioeconomic status of the residents result in formidable problems for redevelopment. As the previous chapter identified, the majority of the structures in the NIA are either severely dilapidated or are vacant. Commercial activity and services are inadequate to serve the needs of neighborhood residents and employees of the IDIA, and recreational areas are inaccessible and therefore underutilized. Vehicular and pedestrian movement is haphazardly designed and in disrepair, and the area is under-served by public transportation which must be utilized by residents due to the fact that so many do not have access to personal vehicles.

In recognition of these characteristics, the City of Chester has designated a large portion of the NIA as NSA's. These areas have been analyzed by the City, and strategies for CDBG funding have been developed. The severely deteriorated condition of the structures has resulted in past foreclosure and demolition activity by the City which has followed a policy of separation of land uses in the area. A wide range of opportunities for utilizing various funding sources exists as

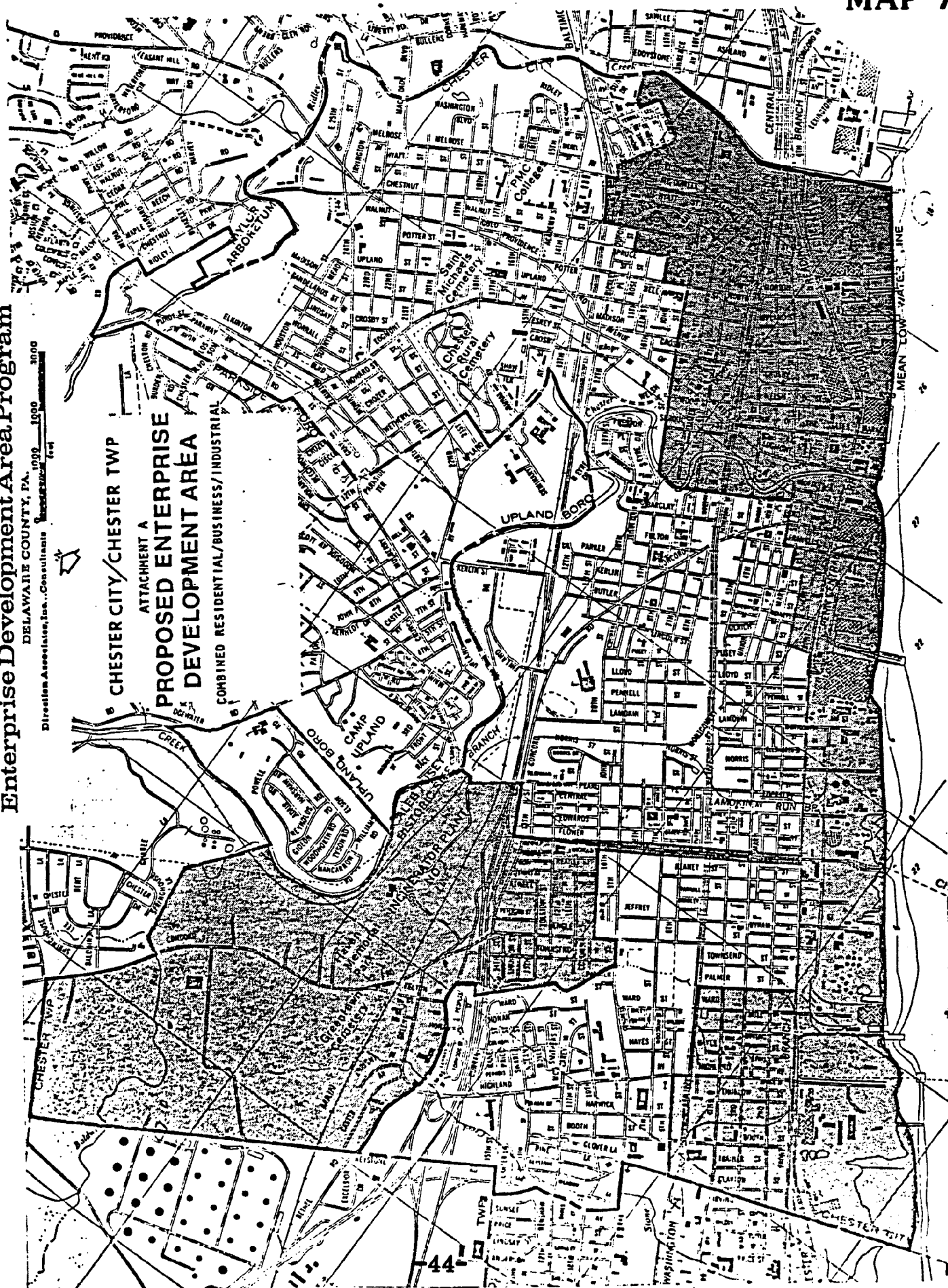
# Enterprise Development Area Program

DELAWARE COUNTY, PA.  
 1000 10000 30000  
 Direction Association, Inc., Consultants

CHESTER CITY/CHESTER TWP

ATTACHMENT A  
**PROPOSED ENTERPRISE  
 DEVELOPMENT AREA**

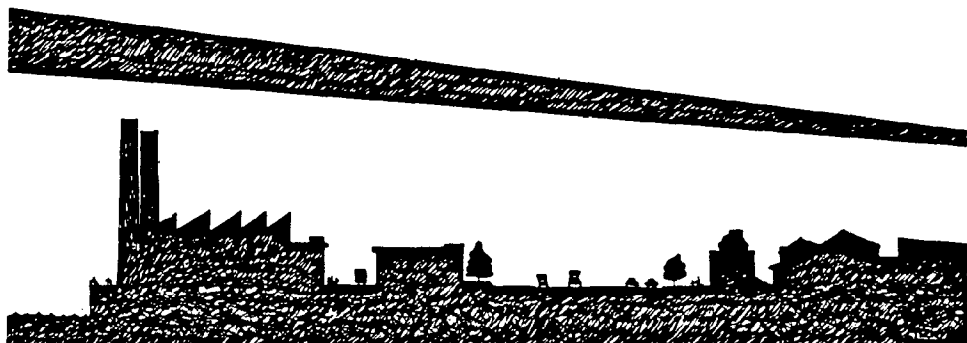
COMBINED RESIDENTIAL/BUSINESS/INDUSTRIAL



a result of the extreme degree of social and economic decay. The area contains many large underutilized and vacant parcels which are tax-delinquent. By including these parcels in redevelopment plans, possible new development areas for low-income residents displaced by the Route 291 reconstruction project are provided. Vacant structures could become a resource for homesteading and shopsteading programs which would benefit residents by providing local services. New industrial development would have a nearby labor pool to provide the manpower for manufacturing activities. Specific NIA redevelopment cores will be explained later.

## CHAPTER 5

# ECONOMIC REVITALIZATION PROGRAMS



## CHAPTER FIVE ECONOMIC REVITALIZATION PROGRAMS

The following section is concerned with the various financial assistance programs available from public and private sources which could be utilized in the IDS area. Both private and public projects can benefit from the identification and utilization of the various programs described in this report. It is hoped that this overview of loan sources and incentives will suggest opportunities for packaging proposals to benefit existing or new businesses which could trigger reinvestment in the Chester waterfront.

It is very important that these programs be coordinated through the local governmental departments, corporations, and organizations currently existing in the City of Chester and Delaware County since they comprise the necessary implementation mechanism. With these organizations providing access to incentives and strategies for their application, new activity such as increased employment, a widening of the tax base, and the upgrading of the physical environment and infrastructure of the strategy area can occur, with neighborhood activities benefiting from the reinvestment and the IDS area serving as a model and core for redevelopment activities.

Many programs have their own specific requirements, some of which are changing rapidly. This document provides basic information on eligibility. Further data on these programs can be obtained from the specific agency or institution identified in this report. Appendix D contains a list of information sources.

### Types of Financing

The three major types of financial assistance that may be used for economic development are venture capital funds, conventional debt capital, and governmental assistance programs. Current trends in financing development proposals illustrate that most projects entail a grouping or "packaging" of various types to address specific needs. Because of this characteristic, an overview of these types of financing will provide a basis for strategic packaging.

#### Venture Capital

Venture capital funds are established to provide investment dollars in exchange for equity in a business enterprise. Equity is obtained as a percentage of ownership in an enterprise. This type of financing is most attractive to technical firms with a high growth potential. Venture capital usually has the shortest term and entails a complex set of stipulations that must be negotiated at the time of origination. For example, venture capitalists may require a business to include equity "kickers." This provision allows investors to receive more shares or requires the businessman to offer more stock to the public from his shares while shielding those of the investors.

Recent figures presented by "Venture Magazine" indicate that the venture capital industry has been responsible for the establishment of about 2,500 new companies. More and more varied and unusual

sources of venture capital are being discovered. For example, companies are seeking assistance from partners such as large business enterprises. Large businesses might provide funds to small companies in exchange for their performing valuable new research and development or simply because they need an investment. Also, consultants, accounting firms, and law firms have begun to provide services to put new businesses in touch with financing for a fee.

Public funding can also be utilized for venture financing. This is a result of the Reagan administration's decentralizing programs and has forced state and local governments to develop innovative forms of funding assistance to maintain economic stability. Capital pool funds can be created by utilizing business contributions (for which tax bonuses are awarded) such as is done in the state of Indiana. Pension funds for state employees have also been utilized in Michigan and Oregon to provide funding for their economic development authorities.

Venture financing with its assumption of risk may be contrary to the long-time conservatism of this region's financial institutions. However, recent demand from "high tech" growth industries has demonstrated that this financing is a viable economic development tool.

#### Debt Capital

Debt capital is money borrowed from a source which is to be paid back with interest. A business has sole control of all activities and responsibility for repayment of the debt. If the businessman defaults on the loan, the business or other collateral must be liquidated for the lender to recoup his loan funds.

#### Governmental Assistance Programs

Various loan and grant programs for businesses are available at the federal and state levels. The main purpose of these programs is to promote a healthy economic environment for the creation and continuation of enterprises which provide employment opportunities for residents and an improved tax base for the community. The production and sale of goods and services are seen as stabilizing factors in maintaining a region's economic base. This form of financing is very important to marginal businesses and new firms which need assistance in their infancy. Loans can be made available to various social and economic groups which cannot provide the necessary equity to qualify for conventional loans.

#### Sources of Financial Assistance

##### Bank Financing

Conventional financing from banks is generally the most utilized source of business loans. The major loan types available are term loans, and within this category there are three types: 1) short-term, 2) intermediate-term, and 3) long-term.

Short-term loans are written for a period of up to 90 days and are usually utilized for the day-to-day operational needs of a business, such as salaries, rent, or insurance. They are known as revolving loans because they are repayed at the end of a manufacturing cycle, when a business receives payments (accounts receivable) for goods and services. When this cycle is completed, a new round of financing can begin. These loans are usually unsecured (no collateral is necessary because the bank can make the loan on a company's credit rating) and carry lower interest rates than those on secured loans.

Intermediate-term loans or "term loans" provide funds for more permanent needs such as equipment. In addition, this type of loan can be utilized to purchase existing businesses or to establish new businesses, to provide working capital, or to replace long-term debt at a lower interest rate. Repayment schedules can vary, with payments on a sliding scale increasing during the period of the loan with a final balloon payment common. The lower payments during the early period of the loan give a new business an opportunity to build up equity over a period of years while the ongoing operation produces income to repay the debt. The loan may be unsecured or secured. Loan agreements will contain stipulations to protect the lenders and usually require the borrower to submit periodic financial statements. In this way, the bank can monitor the value of the collateral to ensure that there are no drastic devaluations of the product.

Long-term loans may take various forms, including sale of certain business assets or injection of new equity and/or investors to provide collateral. However, for this description long-term borrowing will be covered. These loans are the longest in duration and are the most difficult to obtain. They can be used to purchase fixed assets and as working capital, with repayment schedules on a quarterly or monthly basis with a fixed amount through the loan maturity. Because of the long period of the loan, the business agrees to certain restrictions in its operation along with a pledge of those assets supported by the loan.

The majority of loans for new businesses are secured loans which require business assets as collateral. Collateral to secure a loan may be in the form of accounts receivable, inventory, or fixed or liquid assets. Secured loans may also be supported by other parties such as endorsers, comakers, or guarantors. These second parties to a borrower ensure the repayment of a debt in varying degrees.

Accounts receivable loans have been generally addressed in the description of short-term loans. However, this form of collateral may also be the basis for term loans. In addition to the pledge of accounts receivable, a process of "factoring" can be utilized. In this case, a lender purchases a company's accounts receivable and is then responsible for the collection of outstanding bills, whereas in the former, the company would collect receivables and then in turn pay the debt. Factoring is a more expensive approach to obtaining funds because of a service charge in addition to interest.

Inventory loans are utilized by a business which has a lag period in the manufacture and disbursement of goods. The bank receives title

or places a lien on stored inventory held in some cases by a third party. When the inventory is sold, the business pays on the loan the amount due on the product. There are various stipulations relating to the expense of a product that entail a review by the lender. An example of this type of loan is that used for financing automotive production.

Fixed asset loans are utilized for large capital items such as real estate, equipment, etc. When machinery is involved, the bank holds a "chattel mortgage" on the equipment. This makes it possible for a business to utilize the technology necessary to increase equity, while protecting the loan by letting the bank retain title to the machinery. Liquid assets include savings accounts, life insurance policies, and marketable stocks and bonds. The amounts loaned by the bank vary in each case.

### Private Financing

The two major sources of private funding are commercial lending companies and private organizations or companies not directly related to the banking industry. Each source has specific criteria to provide the greatest return to the investors, depending on the situation.

Commercial finance companies are specifically targeted for businesses. They do not provide the personal banking services covered by the local bank. Loans are of term duration with credit usually covering periods from 90 days to one year. Interest rates are generally higher than current bank rates. Because of this, these companies consider financing higher risk and new businesses by accepting collateral sources that are generally ignored by banks. Commercial lenders are similar to banks in the types of security necessary to cover the indebtedness. This includes accounts receivable and a heavy reliance on factoring.

The second source of private financing includes insurance companies, pension funds, and foundations. Funding from these sources is the most difficult to obtain due to their conservative policies. Small business ventures usually will not qualify because the administrators of these loans look for stable companies with a history of past profits. These sources could be approached by development corporations that would ensure and properly manage loan disbursement.

### Governmental Financing

#### Federal Programs

At the federal level, the major agencies involved in providing financial assistance are the Small Business Administration (SBA), the Economic Development Administration (EDA), and the Department of Housing and Urban Development (HUD).

### Small Business Administration

The SBA was formed to provide capital and credit to firms that have not been able to obtain funding at reasonable interest rates through private sources. The SBA also provides counseling in financial matters, management, production, and licensing, regulates small business investment companies (SBIC), and aids small firms in obtaining government contracts. In addition to the general services provided by the SBA, special assistance is provided to veterans. Processing is streamlined, collateral is decreased, and the maturity of the loans is extended. In addition, applications are processed by a separate "veterans affairs office."

To be eligible for SBA loans, a company must be certified as a "small business." This is defined as a company (and its affiliates) that is independently owned and operated and is not dominant in its field of operation. Specific criteria for describing what is considered "small" in different fields of operation have been developed by the SBA in the following areas:

- 1) Manufacturing: maximum employment between 250-1500.
- 2) Wholesaling: maximum yearly sales of \$9.5 - 22 million.
- 3) Servicing: maximum yearly receipts of \$2 - 8 million.
- 4) Retailing: annual sales or receipts of \$2 - 7.5 million.
- 5) Construction: maximum annual receipts of \$9.5 million for the last three fiscal years.
- 6) Special trade construction: maximum annual receipts of \$1 - 2 million for the last three fiscal years.
- 7) Agriculture: maximum annual receipts of \$1 million.

A change in these criteria which would base size descriptions on total number of employees per firm has been proposed.

Applicants for loans must meet general credit conditions, policy criteria, and loan requirements set by the SBA and Congress. Loans are awarded to business owners of good character who have demonstrated managerial ability and have sufficient capital or security to assure reasonable ability to repay the loan. Collateral for SBA loans may consist of a mortgage on land, buildings, or equipment, marketable products, or assignment of receivables. Interest rates can be variable and are set according to the current prime rate quoted by the "Wall Street Journal" or the "Federal Register."

Appropriations from Congress make it possible for the SBA to offer three general forms of business loans. The most widely utilized are the bank guaranteed and the participation loans. The guaranteed loan is provided by a private lender, and the SBA guarantees 90 percent of the funds. Such a loan has a ceiling of \$500,000. The immediate participation loan, which can be utilized when a guarantee is not available, provides that a bank loan a portion of the needed funds at a market interest rate with SBA loaning the difference at a lower rate. This form has an SBA ceiling of \$150,000.

Direct loans from the SBA are also available as a last resort for businesses that cannot obtain private or other guaranteed or participation loans. Interest may be slightly lower than other forms, but loans cannot exceed \$150,000. Regular business loans have a maturity of 25 years, and loans for working capital are limited to seven years.

The SBA also provides loans to support low and moderate income persons, handicapped persons, energy development companies, and employee stock ownership trusts. The SBA regulates and supports SBIC's which provide capital or loans to small businesses leveraged by private and public monies. Local development companies can also receive up to \$500,000 of support under the SBA's 503 program. Table 10 illustrates the general criteria relevant to each of the SBA loan programs.

#### Economic Development Administration

The EDA is a branch of the Commerce Department. Its main function is to administer development assistance programs for areas with severe social and economic decay. Programs include loans and grants for public works, business loans for industrial and commercial facilities, and loans for working capital.

To be eligible for EDA assistance, an area must be certified as a redevelopment area by having demonstrated statistical data in areas such as structural unemployment, population decline, and reduction of business activities and firms. The City of Chester was designated an "enterprise zone" by the State in 1983, entitling the IDS area to EDA and other assistance programs.

The major enabling legislation for funding EDA projects is the Public Works and Economic Development Act of 1965 (PWEDA). The PWEDA contains ten titles addressing various economic development activities. Three of these programs will be discussed here.

Under Title I, the EDA provides funding for the acquisition and development of land and facilities for public works or infrastructure improvements. Grants are made to govern-

TABLE 10

GENERAL CRITERIA MATRIX  
SMALL BUSINESS ADMINISTRATION  
LOAN PROGRAMS

| Eligible Activities  | Standard 7A Loans  |                       |                                       |  |  | Disaster <sup>1</sup> | Economic<br>Injury <sup>2</sup> | Energy | Development<br>Co. 503 |
|--|--------------------|-----------------------|---------------------------------------|--|--|-----------------------|---------------------------------|--------|------------------------|
|  | Direct<br>100% SBA | Guaranteed<br>90% SBA | Immediate<br>Participation<br>90% SBA | Handicapped<br>and Minority<br>(Economic<br>Opportunity) |  |                       |                                 |        |                        |
| Land Purchase  | X                  | X                     | X                                     | X  |  | X                     | X                               |        | X                      |
| Building Purchase  | X                  | X                     | X                                     | X  |  |                       |                                 |        | X                      |
| Building Renovation  | X                  | X                     | X                                     | X  |  | X                     |                                 |        | X                      |
| Equipment Purchase   | X                  | X                     | X                                     | X  |  |                       | X                               |        | X                      |
| Equipment Repair/Renovation                                | X                  | X                     | X                                     | X  |  | X                     |                                 |        | X                      |
| Working Capital  | X                  | X                     | X                                     |  |  | X                     |                                 | X      |                        |
| Research and Development                                   |                    |                       |                                       |  |  |                       |                                 | X      |                        |
| Prototype Manufacturing                                    | X                  | X                     | X                                     |  |  |                       |                                 | X      |                        |
| Construction   | X                  | X                     | X                                     |  |  | X                     |                                 | X      |                        |
| Miscellaneous (low/moderate<br>income, tribes, minorities) |                    |                       |                                       | X  |  |                       |                                 | X      | X                      |

## Loan Characteristics

|                     |               |                     |           |           |           |            |                        |  |           |
|---------------------|---------------|---------------------|-----------|-----------|-----------|------------|------------------------|--|-----------|
| Minimum Amount      |               |                     |           |           |           |            |                        |  | \$ 10,000 |
| Maximum             | \$150,000     | \$500,000           | \$150,000 | \$100,000 | \$500,000 | no ceiling | 3 million <sup>3</sup> |  | 500,000   |
| Maturity            | 25 yrs/7 yrs. | for working capital | Y         | 15 yrs.   | 30 yrs.   | 30 yrs.    | 15 yrs.                |  | 20 yrs.   |
| Services Fees (Y/N) | N             | Y                   | N         | N         | N         | N          | Y                      |  | N         |
| Subordinate (Y/N)   | Y             | N                   | N         | N         | Y         | Y          | Y                      |  | Y         |
| Interest Rate       |               |                     |           |           |           |            |                        |  |           |

<sup>1</sup> Area must have been declared a disaster area by the federal government due to a catastrophic event.

<sup>2</sup> Special consideration is granted due to the negative impact of various governmental policies or procedures.

<sup>3</sup> Bank guaranteed (10% must be provided by the applicant).

<sup>4</sup> Interest rates set at time of disbursement.

SOURCE: Small Business Administration

mental units and to private/public nonprofit organizations. The federal government usually provides 50 percent funding, with the remainder being supplied by the grantee. However, in some cases of severe distress, the federal share could be as high as 80 percent. The goal of Title I funding is to help the distressed community absorb the front-end costs for physical improvements in infrastructure and to stimulate private investment which was formerly prohibitive.

Title II of the Act provides for loans and loan guarantees to various concerns, including businesses and private lending institutions as well as political entities and minority groups. EDA guaranteed loans are similar to the SBA guarantees discussed earlier. However, EDA loans do not have a maximum cap and are 90 percent guaranteed. Interest rates for EDA guaranteed loans must be consistent with those charged to preferred customers of the institution. Direct EDA loans supported by a firm's fixed assets can be obtained in amounts of up to 65 percent of the value of the assets. Loans for working capital of up to 100 percent of the required amount are also available. Various requirements and stipulations can be arranged including equity participation, and terms vary from 5-year maturity on loans to cover capital investment costs to 25-year maturity for fixed asset loans.

The Title IX Program was enacted through a 1974 amendment to the PWEDA which provides grants for assistance to areas with long term economic deterioration such as the IDS study area. Planning and implementation grants of up to 75 percent of the project costs are available. In some instances the EDA will provide 100 percent funding if local matching monies cannot be provided. As with Title I programs, implementation grants for public facilities and services can be utilized by local governments, enumeration districts, and private/public nonprofit organizations representing the development area. In addition, business development grants, which can be redistributed by the grant recipient, unemployment compensation, and relocation assistance are available. Financial guidelines are strictly administered by the EDA to assure reasonable and stable interest rates. Additional requirements for EDA assistance mandate that the developer/grantee comply with EDA rules for land acquisition and relocation. Projects are required to uphold current prevailing labor wages and practices along with anti-discriminatory regulations.

Title IX assistance is provided on a case-by-case basis, and standard application forms are not utilized. This occurs because an applicant's varied needs result in a combination of different activities. Once an application has been made, the EDA carefully reviews the project. Usually the amount of time involved from application to disbursement of funds is about 1 to 1½ years. The EDA will require all documentation to

illustrate the positive effects guaranteed by the project and any possible negative impact.

In conclusion, it should be noted that EDA assistance can be packaged in combination with various other programs to address specific needs. Tax-exempt financing, write-downs, and HUD and SBA programs can be utilized in conjunction with EDA assistance to develop attractive incentive programs for private reinvestment.

#### Department of Housing and Urban Development

HUD is probably the best known and widely utilized source of programs for local governments and agencies. Eligibility for HUD programs is awarded to entitlement areas on the basis of economic hardship and physical decay. The City of Chester is an entitlement area and can demonstrate a need for a broad application of HUD funding.

The four major HUD programs to be described are the Community Development Block Grant (CDBG), the Urban Development Action Grant (UDAG), the Housing Development Action Grant (HoDAG), and the Section 108 Loan Program for local development corporations. These programs can entail combinations of loans and grants and, aside from CDBG, are augmented by private leveraging.

#### Community Development Block Grant Program

The CDBG program is the most commonly used HUD program. Basic eligible activities include acquisition of land and structures, removal of architectural barriers, public facility improvements, payment for non-federal shares of projects (local shares), and urban renewal completion.

The City of Chester actively participates in this program and has current strategies for neighborhood redevelopment. Chester has community development strategies for two areas within the IDS area and plans to utilize CDBG funding beginning with the Year 7 (1980) allocation. This funding source can enable Chester to provide improved police protection, more recreational space, local street improvements, and sewer and water and other infrastructure improvements to increase the general attractiveness of the study area to developers or investors. Although this is not a direct form of economic assistance to firms, the upgrading of the physical environment along with complementary programs provides greater incentive for business location.

#### Urban Development Action Grant Program

The UDAG program was developed to provide incentives for larger and more profitable companies to locate or remain in distressed cities such as Chester. The City could apply for

the action grant to support an industrial or real estate project that would create jobs and increase city tax revenues and has approximately an 80 percent private funding commitment.

A significant factor affecting the awarding of the grant is the amount of financial participation from local public and private sources. A process of "leveraging" is assessed to determine the local commitment. This evaluates the ratio of federal to local monies in the total project cost and identifies the level of community involvement. The more non-federal money available to the project, the greater the probability that the UDAG will be awarded. Project feasibility is the final important factor in evaluating UDAG applications. A complete plan which calls for no additional planning, immediate start-up, and assures that there are no environmental or legal constraints is required.

HUD will process applications within 120 days but will not release funding before environmental assessments are completed and financial commitments are executed. The project must be consistent with community goals. This requires citizen participation and the encouragement of special measures to provide for low and moderate income residents, minorities, and residents of blighted neighborhoods.

Along with the basic eligible activities (as described under CDBG programs), eligible economic development activities are acquisition and development of real property and public facility development not already eligible under the former category. This has been expanded to include energy conservation and private infrastructure improvements. Support of SBIC's is also included in UDAG projects. This provides another source of funding to local small businesses, such as minority contractors. Much of the funding to date has been utilized for land assemblage and cost write-downs for infrastructure development. Since a separate planning entity does not have to be created, this funding source is the most directly accessible program for local economic investment.

Because of the existing state of extreme deterioration of the study area, both physically and economically, UDAG funding should be a continued option. As mentioned earlier in this report, a UDAG is currently being utilized for industrial expansion in the IDS area.

#### Housing Development Action Grant Program

The HoDAG is the newest addition to HUD's housing program. The program is currently undergoing review and is awaiting its funding allocation. Conflicts over eligibility criteria have caused delays in the implementation of the program. Recently, the City of Chester was among 1,470 communities named by HUD as being eligible for the \$315

million appropriated for fiscal years 1984 and 1985. This funding must be used to alleviate a severe rental housing shortage, and it requires that a significant number of new units be made available solely for the occupancy of low-income families. In addition, these units must remain available to these occupants for up to twenty years.

As with UDAG funding, HoDAG's require a significant amount of local investment. HUD requires a 10 percent equity investment for for-profit developers. For nonprofit sponsors, the 10 percent requirement does not apply. This will make this form of funding more accessible to public housing authorities.

This program is in its infancy, and there are some problems in its administration and its relationship to existing programs. In some cases, regulations prohibit the use of HoDAG funding in combination with other sources of federal assistance. Nonetheless, HoDAG's can be an important tool for neighborhood revitalization.

#### Section 108 Loan Program

HUD Section 108 financing evolves from a statute of CDBG grant programs which enables HUD to guarantee the issuance of local taxable bonds by local governments of entitlement areas or their designated public agencies which borrow from future entitlement funding. The guaranteed loan amount cannot exceed three times the amount of the entitlement grant. This will provide funding for public agencies to acquire property for community and economic development projects. Activities funded through Section 108 include land assemblage and clearance, relocation of residents and businesses displaced by projects, public infrastructure improvements, and new site improvements related to Section 108 projects.

Applications are made as part of regular CDBG submittals, and risks regarding ability to make repayments are judged by HUD with the amount of current and future entitlement monies considered as a source for repayment. Loans must be repaid within six years under a contractual agreement between HUD and the applicant.

#### State Programs

At the state level, Pennsylvania has economic development programs available from various departments. The major sources are the Departments of Community Affairs and Commerce. Many of these programs described below are funneled through what the State calls "area loan organizations" or ALO's. ALO's are various local organizations that have been designated by the State as disbursal groups responsible for making local contacts, providing technical assistance, and helping

with application preparation. The various local organizations which are designated as ALO's will be described later.

#### Department of Community Affairs

One major DCA administered program is that which has evolved from the enterprise zone legislation which was approved in 1983. Recognizing the need for special programs to address the problems of residents of distressed areas, the State has targeted additional assistance and incentives to specified areas. Chester has been designated as an "enterprise zone." By creating these zones, the State encourages public and private cooperation to revive the economies of older, impoverished neighborhoods. Programs provide incentives for private investment by incorporating local tax and regulatory relief, improved municipal services and community facilities, new job training programs, and transportation improvements. Also, it provides low interest loans for commercial and industrial development along with a 70 percent corporate tax credit for firms which contribute to neighborhood improvements.

General examples of development activities that could be implemented in the IDS area include infrastructure improvements, lighting, industrial rehabilitation, commercial property improvement, site acquisition and demolition, municipal or nonprofit agency-owned industrial plant improvement, revolving loan funds for businesses, and compensation for employee stock ownership plans.

DCA funding will be provided by specific departmental programs including small community block grants, community services block grants, neighborhood assistance, and other Community Affairs programs. The main thrust of this legislation is to provide incentives for private sector investment by demonstrating governmental commitment and cooperation from various interests.

Another DCA program which is applicable in the IDS area is the Recreational Improvement and Rehabilitation Act (RIRA) Program. Initiated as part of the \$190 million bond program under the Pennsylvania Economic Revitalization Act of 1984, the RIRA Program has been allotted \$18 million (in increments of \$6 million a year) through 1987. Availability of and access to recreational facilities in areas such as Chester is seen as a positive economic influence on existing and new businesses and/or community redevelopment. Recreational improvements can act as a catalyst for other community resurgence.

The City can utilize this funding to acquire new parkland as critical inholdings or buffer areas adjacent to existing parks and to rehabilitate and develop existing parks. The program also provides for the rehabilitation of existing com-

munity centers and the conversion of schools and other municipally-owned structures to community centers for indoor recreational activities. The maximum grant amount the City could receive in any one fiscal year is \$200,000. The City would have to provide a 50 percent match of project costs.

A related DCA administered program is the Land and Water Conservation Fund (LWCF), a federally funded program which makes annual appropriations for outdoor park and recreation projects. Applicants submit letters of intent requesting funding for projects which are evaluated and ranked in a competitive process. The two primary ranking criteria are per capita income and population density. DCA encourages cooperation among local governments, school districts, and municipal authorities and will more readily support proposals demonstrating such cooperation.

These funds can be used for the acquisition of new parklands, the expansion of existing recreational areas, and the development of public park and outdoor recreation areas and facilities. There is no set ceiling on the grant; however, the amount of the grant cannot exceed 50 percent of the eligible project costs or the total approved grant amount, whichever is less. Donations of privately-owned land are encouraged, and the value of such donations can be credited towards the local share of the required matching funds.

#### Department of Commerce

The most recent economic development programs offered by the State fall under the Pennsylvania Economic Revitalization Act of 1984. This legislation is supported by a \$190 million bond issue, the bulk of which is administered by the Department of Commerce. There are six specific programs which are supported by this legislation that could be utilized in the strategy, and a brief description of each will follow.

Two of these programs are administered by the Ben Franklin Partnership (BFP), an arm of the Department of Commerce established in 1981 as an outgrowth of the Pennsylvania Science and Engineering Administration of the late 1970's. The BFP is controlled by a fifteen-member executive board made up of state officials, legislators, representatives of labor and business, and governor appointments.

The primary purpose of this group is to promote advanced technology in the Commonwealth. Regional advanced technology centers linking private and educational resources have been established to provide research for private companies through university sources, to provide entrepreneurial assistance to new businesses, to create new incubator facilities, and, to a small extent, to develop technological training for employees of "high tech" industries.

### Small Business Incubator Loan Program

The Small Business Incubator Loan Program provides authority to the BFP Board to provide loans to establish small business incubator facilities. These facilities will provide low cost space and business services to new firms who need these services to help in new business formation and their early expansion. These centers will serve as temporary business development centers with maximum tenancy of no more than three years. At the end of that term, healthy businesses will be able to find their own facilities at competitive market rents. New firms must be engaged in manufacturing and/or product development. Generally, sales and service firms cannot be tenants. However, if such firms provide pro bono assistance to incubator firms, these firms may locate there.

Loans for incubator developments are made through local sponsors and must qualify under the regulations for industrial development bonds. Amounts cannot exceed 50 percent of project costs or \$650,000, whichever is less. Funds can only be used to acquire existing buildings and to carry out the required rehabilitation of the facilities. Terms of the loans cannot exceed twenty years or the "average useful life" of the facility (as stipulated by IRS publication #534). Repayment can be deferred for two years at the discretion of the Board, but interest will continue to accrue. Interest must be consistent with interest on supporting bonds. This program could be utilized to support new activity in existing structures within the study area.

### Seed Capital Fund Program

The Seed Capital Fund Program provides \$3 million in state funds to be matched by \$9 million in private funding for equity and other financing to new firms in early stages of growth. Investments will be made to businesses seeking to develop advanced technology enterprises. This financing will close the gap between small new firms employing 50 or fewer persons and larger firms which have been supported in traditional venture markets. Seed funds will be provided through four existing BFP advanced technology centers. A seed fund is granted by the Partnership only after the new fund manager has demonstrated sufficient private investment and can prove extensive experience in fund management. The BFP can then act as a limited partner in the fund with no active role in the fund management. Since no one fund should exceed seven years, a new fund could be created supported by returns of the original.

Seed funding may be used by small businesses with fewer than 50 employees to develop new technology for initial project development, to demonstrate technical feasibility, and to subsidize prototype development. Funding to any one business cannot exceed \$500,000 and cannot be made in com-

bination with funding from venture firms of more than \$250,000.

#### Pennsylvania Capital Loan Fund Program (PCLF)

The PCLF was created in 1982 for the purpose of making low interest loans to businesses for capital development projects which would create new employment opportunities. This legislation has expanded funding for PCLF to augment existing federal programs with approximately \$10 million in state funds through 1986.

Generally, eligible businesses must be engaged in a manufacturing, industrial, export service related, or mercantile venture. There are three loan classes, and various restrictions and interest rates exist for each class. Consequently, each loan must be examined by the State or an ALO. The main requirement is the creation of one new job for every \$15,000 of the loan within three years. Substantial penalties on interest rates could result if this criterion is not met. A business may receive a loan of up to \$50,000 or 20 percent of the total project cost. In special circumstances, loans can be as high as \$100,000 at the discretion of the Secretary of Commerce. Loan funds utilized for the purchase of machinery and equipment and as working capital shall not exceed five years. Funds utilized for the purchase of buildings and improvements cannot exceed ten years.

#### Business Infrastructure Development Program (BID)

The BID Program provides grants and loans through local sponsors such as local governments, industrial development authorities and corporations, and redevelopment authorities to promote the improvement of infrastructure serving eligible business beneficiaries. Funds can be used to pay for infrastructure improvement projects that are necessary for the operation of an eligible business or businesses at a specific job generation site. There must be sufficient private investment at the site to complement public funds. The amount of state money injected is dependent upon the level of private commitment. For example, a minimum 2:1 private/public funding ratio is necessary for BID assistance of less than \$500,000. The amount of required private investment increases in cases of higher BID assistance.

Job generation must be demonstrated by the creation of ten new full-time positions at the site, at least one new job for every \$15,000 of BID assistance, the expansion of employment by at least 4 percent in existing businesses, or the expansion of employment by 25 percent in new locations. This must be accomplished within a time period of three years.

This program has a statewide allocation of \$16 million in 1984-85. The City of Chester would be eligible for \$1.6 million during the fiscal year. Funding could be in the form of grants of not more than \$500,000 per project, no interest loans to the City for infrastructure projects which are accessible to the general public and not under private control, or low interest loans for projects benefiting private investment. Applications for the BID Program are accepted on a quarterly basis and are submitted by the local sponsor.

#### Minority Economic Development Program

The Minority Economic Development Program provides \$5 million over three years to supplement the Pennsylvania Minority Business Development Act (PMBDA) of July 22, 1974 (P.L. 598, No. 206), which established bonding authority to provide financial support to minority business interests. This program is targeted for business enterprises owned or controlled by one or more socially or economically disadvantaged persons who are residents of the State. Disadvantages may arise from cultural, racial, or chronic economic circumstances. This program is especially applicable to the study area in view of its DCA designation as an "enterprise zone."

Funding can be in the form of a direct loan or a loan guarantee with generally a \$100,000 maximum limit. However, because of the enterprise zone designation, the ceiling may rise as high as \$200,000. As in all of the state loan programs, increased employment opportunity is a key goal of the PMBDA funds as well as is the opening up of business enterprises to low and moderate income social groups. One new permanent job must be created for every \$15,000 of loan funds. Interest rates cannot fall below 4 percent under the prevailing prime rate.

This program has specific requirements concerning business development, ongoing monitoring, etc. These conditions provide greater direction to aid new minority enterprises in being successful in the business venture.

#### Employee Ownership Assistance Program

The Employee Ownership Assistance Program was established to promote employee take-over of existing enterprises which are experiencing layoffs or which possibly face closing. A turnaround in production and improved productivity sufficient to bring back failing firms can be traced to employee ownership. Funding can be provided for industrial, manufacturing, or commercial enterprise employee groups considering buy-out of their employer who may require feasibility studies and/or capital for purchasing a firm's assets, improvement to facilities, and working capital.

Under this program employee ownership can take three forms: 1) a workers' cooperative, 2) an employee stock ownership plan, or 3) direct ownership of the shares of the company. Specific requirements for each form must be tailored to the specific proposal under provisions of the Internal Revenue Code's tax regulations.

Loans of up to \$100,000 or 5 percent of the project costs, whichever is less, are available to employee groups. The remaining funding must be accumulated through the employee ownership group. Interest on loans must be equivalent to recent bond issue rates and must be approved by the Secretary of Commerce. Various forms of repayment can be approved by the Secretary, but general requirements call for repayment at the time of acquisition. However, deferrals can be granted.

#### Summary

These programs have varied applicability to the study area. Those concerned with infrastructure improvements and capital funding would be the most helpful to the City in possibly enticing new businesses to locate in the IDS area. These programs along with those targeted for private for-profit business investment could serve as a strong magnet to attract new investment into the area.

#### Manpower Programs

Manpower issues are just as important to business location as physical attributes such as plant facilities and transportation access. New and existing firms rely on the availability and skills of the work force of the surrounding area. In the case of the IDS area, governmental incentives for employing low and moderate income persons are a key ingredient in packaging locational proposals. Because of the chronic long-term unemployment and the relatively small number of skilled employees in the labor force, the state and local governments have initiated training programs to aid in skills development and to provide locational incentives for businesses.

This region offers a multitude of excellent conventional education facilities from elementary through advanced degree institutions. Further, the study area can be accessed from all parts of the region, so the supply of skilled managerial and technical workers could be readily drawn from outside of the immediate study area. However, the immediate needs of the City and the study area can be addressed through the special cooperation and partnership of businesses, industry, education, labor, community groups, and governmental agencies. Delaware County has various training programs and offers business incentives through the resources described below.

#### Private Industry Council (PIC)

The PIC was established by Delaware County Council under the Joint Training Partnership Act (JTPA) of 1982 (PL 97-300). The JTPA

calls for a partnership of varied community interests to establish policies and programs for education and training. As an umbrella organization for private and public resources, the PIC coordinates the efforts of various agencies existing in the County and has established the Industry-Education Coordination Program. The program's goal is to make the County's wealth of resources better serve the business community, and it will act as a clearinghouse to direct companies towards the organizations and incentives most appropriate to their needs. The program was made possible through a consortium made up of its members including the Delaware County Intermediate Unit (IU) and the Delaware County Office of Employment and Training (OET).

#### Delaware County Intermediate Unit

The IU offers various services adapted for business and industry including an Adult Employable Program. The IU also supports the County's Vocational-Technical Education Program through which it can cooperate with business and industry to supply technical employees for various firms. The IU acts as the primary coordinator of the Industry-Education Coordination Program, which was discussed above.

#### Delaware County Office of Employment and Training

The OET utilizes federal funding funneled through the State to subsidize direct labor force training and education. The agency offers a wide variety of direct training programs which serve as incentives for businesses. They include the Targeted Jobs Tax Credit Program, which awards federal tax savings to companies who employ permanently displaced workers. The company will qualify for tax credits of \$3,000 per new employee for the first year and \$1,500 for the second year of employment. The On-the-Job-Training Program provides up to 100 percent direct OET reimbursement to companies that offer the required retraining programs.

#### Customized Job Training Program

The PIC and the OET in conjunction with the State have established the Customized Job Training Program. This program assists firms planning to expand or relocate in designing and financing custom training programs which match employee skills to business requirements. This program is designed to help match the labor force with newly created jobs resulting from new businesses locating in the area.

#### Ben Franklin Partnership

The BFP, which has been discussed earlier under financing sources, offers educational programs in advanced technology. The technical resources in Delaware County are available through Villanova University and Delaware County Community College. The main emphasis of these programs is to provide training and retraining in technical fields and to develop entrepreneurial skills.

## Summary

The manpower resources available to businesses which could locate in the study area are great. However, the wide variety of agencies and organizations providing manpower assistance makes it difficult to identify those programs which would address specific business needs. By coordinating the efforts of these entities, these programs could be made more readily available for application in many new and existing businesses.

### Overview of Local Economic Development Organizations

A variety of economic assistance programs are offered through the following organizations in Delaware County. The purposes and activities of many of these groups correspond directly with the federal, state, and local loan programs which were previously described.

#### Delaware County Partnership for Economic Development (Partnership)

The main "actor" and task force for implementing this strategy is the Delaware County Partnership for Economic Development. The Partnership was formed in 1983 to develop policies concerning the economic future of the County. The Partnership is managed by a Board of Directors made up of nineteen members who are representatives of the County's business, educational, and governmental community. The Board is complemented by an Implementation Group which provides data and performs research for the Partnership. Responsibility for coordinating the efforts of the two groups lies with the Commerce Director. The director serves as the central implementer of economic development policy and has been asked to develop more attractive marketing of the County's business environment.

The Partnership has recently published the "Delaware County Economic Development Strategy." This is a comprehensive report concerned with the identification and channeling of all of Delaware County's resources to encourage business retention and expansion, educational opportunity, and governmental cooperation.

There is a wide range of private and quasi-public financing and development groups which fall under the umbrella of Partnership activities. A description of the organizations and their available programming which is most relevant to this strategy follows.

#### Delaware County Economic Development Center (EDC)

EDC is a nonprofit corporation serving as the County's "one stop financing and development" source. A primary function of the EDC is to administer a Revolving Loan Fund (RLF) which is funded by the CDBG program. The fund encourages new businesses which will provide employment opportunities for low and moderate income residents to locate in Delaware County. The loan program will provide special incentives in terms of reduced debt and interest rates to provide an alternative to firms that cannot obtain conventional financing. The RLF will support up to 25 percent of a project's cost. Owner equity and

various combinations of bank or private financing must provide the balance.

EDC is also an ALO as designated by the state Department of Commerce. This makes it possible for the center to take advantage of the programs administered under the Pennsylvania Economic Revitalization Act, described previously.

EDC is also a Local Development Corporation (LDC) under the SBA's 503 Program. This program designates EDC as a receiver of SBA funds for guaranteeing loans. These packages are set up with conventional financing supplying 50 percent of the costs and the SBA and additional development equity supplying the balance. In this way, the private lender receives first position on mortgage liens. These loans can support real estate, buildings, and capital equipment. Interest rates vary and are set at the time the loan is granted.

#### Delaware County Industrial Development Corporation (IDC)

IDC is a private, nonprofit corporation set up to receive funding from commercial lenders and the Pennsylvania Industrial Development Authority (PIDA). Loans can be used to purchase land and erect buildings, to purchase existing buildings, or to enlarge existing buildings. The interest rate for this type of financing is lower than conventional rates and is scaled to the unemployment areas of the County. Minimum financing and new job creation thresholds are applicable for this financing.

#### Delaware County Industrial Development Authority (IDA)

IDA is a public agency providing funds to businesses through loan applications processed through EDC. The Authority is empowered to borrow tax-exempt mortgage funds and to issue tax-exempt bonds. Borrowed funds can be used to purchase land and erect buildings, to purchase existing buildings, to purchase equipment for use in a new or expanding building, and to provide environmental improvement facilities. The interest rate for this type of financing is below the conventional commercial rate since the lender's rate is based on the interest income earned by the lender being tax-exempt. Minimum financing and new job creation requirements are essential for this program.

#### Summary of Publicly Funded Organizations

The three preceeding sources are generally the most accessible public sources for implementation assistance to businesses. However, these groups are currently in various stages of reorganization. This is an attempt on the part of the Partnership to streamline assistance programs provided to new and existing businesses in Delaware County. The main ingredient in this process which was previously lacking is the expanded role of the Commerce Director who will now directly coordinate EDC, IDC, and IDA. A more structured informational, promotional, and application process will result with the close working relationship of these activities resulting in a more efficient packaging of economic assistance and incentives. Through the various remaining

agencies included in the Partnership, such issues as employee training and community relations can be addressed, and statistical expertise is available.

RDC, Inc.

A major privately funded organization for economic development in the County is RDC. RDC is funded by various large corporations which have a permanent stake in the economic stability of the County. RDC offers venture capital to businesses willing to locate in Delaware County. Other services include research and development, site selection, and marketing. In return, RDC can make profits from the equity in supported firms and reinvest it in other RDC ventures.

Capital is guaranteed through private bonds which can be utilized to support activities prohibited by public bond issues. This capital, used in conjunction with RDC's access to private foundation and grant sources, makes this group an important source of economic assistance.

#### Overview of Assistance Organizations in Chester

A variety of assistance in housing programming and self-help counseling groups is available in the City of Chester. The next few paragraphs will briefly describe the more active groups in operation at this time. Generally, funding for these groups comes from either governmental programs or charitable contributions.

#### City Agencies

The three City agencies responsible for development and housing programming are the Chester Housing Authority, the Division of City Planning, and the Chester Redevelopment Authority. These agencies provide overall technical assistance and programming on a City-wide basis. The Housing Authority provides housing and rental assistance and operates facilities providing housing opportunities to low-income families. Eligibility is based on family income with Chester residents given priority. The Division of City Planning and the City Redevelopment Authority work in tandem to identify various units for rehabilitation and to provide financial assistance to low-income families through CDBG rehabilitation funds. City Planning also administers homesteading and shopsteading programs which award tax-delinquent properties acquired by the City to low-income residents and/or groups who must agree to rehabilitate and occupy these units. Records of property ownership and conditions throughout the City can be made available to prospective developers in order to identify redevelopment opportunities.

#### Better Housing for Chester (BHC)

BHC is a community based, nonprofit, housing assistance corporation that supplies financial assistance and counseling to low-income families in Chester. A resident wishing to purchase a house from this group must be employed and have an annual income of no less than \$14,500 (this figure rises with the number of persons per house-

hold). BHC works closely with local banking institutions to help applicants obtain home mortgages with low down payments and interest rates. BHC units are purchased from Chester or from HUD for nominal prices and are rehabilitated by licensed contractors on a City-wide basis.

For the People, Inc.

For the People, Inc., is a community based, nonprofit corporation created to assist low-income individuals affected by reductions in welfare programs (Act 75). This group obtains abandoned or tax-delinquent properties from the City, and through voluntary labor provided by former welfare recipients and community construction experts, rehabilitates these units. Following rehabilitation, this group provides emergency housing, rental units, and mortgage opportunities to needy persons without using government subsidies. This program also provides on-the-job training in the construction trades and energy conservation. Through this program, For the People is attempting not only to identify rehabilitation areas for residents but also to give these residents new job skills so that they can become tax-paying citizens contributing to the City's economy.

Chester Community Improvement Project (CCIP)

The CCIP Project is a nonprofit, housing rehabilitation corporation working with welfare recipients in Chester. At this time, the group is primarily assisting low-income families affected by the reconstruction of Route 291. Once CCIP identifies abandoned properties, research into ownership, encumbrances, etc. is performed. If total acquisition costs exceed \$2,000, CCIP cannot pursue the property. All rehabilitation is performed by volunteer labor with major system repair (plumbing, electrical) contracted out.

CCIP utilizes a selection committee to place families in its properties with the stipulation that these families assist in rehabilitation of the properties. Assistance in acquiring mortgage agreements and counseling is also provided. House prices are set by CCIP to recover expenditures for rehabilitation and supporting costs.

Community Support Corporation (CSC)

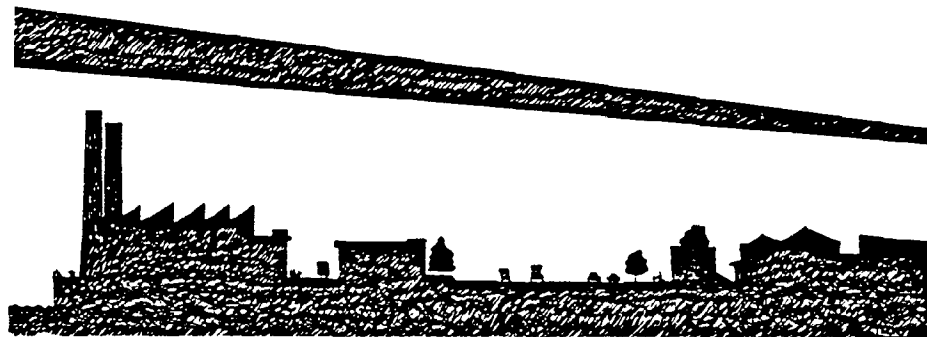
CSC is a private, nonprofit organization operating in Delaware County. Its function is to help low-income families secure adequate housing. CSC works in basically four ways:

- 1) buying, rehabilitating, and selling homes to low-income families,
- 2) providing free labor to low-income persons living in rundown houses,
- 3) working on rental units committed to Section 8 tenants, and
- 4) providing free labor to nonprofit organizations.

The general procedure is to purchase a dilapidated house and rehabilitate it to a safe and desirable residence. Plumbing, wiring, and heating systems and roofs are repaired or replaced as needed and brought up to local building code specifications or better. The houses are insulated for comfort and economy. Restoration often includes redesigning living space. With the exception of plumbing and wiring work, all of the rehabilitation work is performed by skilled volunteers. Because of limited capital, CSC can only work on one house at a time. Funds used for the rehabilitation are recovered when the house is sold.

## CHAPTER 6

# INTEGRATED DEVELOPMENT STRATEGY AND IMPLEMENTATION ACTIVITIES



## CHAPTER SIX INTEGRATED DEVELOPMENT STRATEGY AND IMPLEMENTATION ACTIVITIES

The previous chapters have identified the existing characteristics and the constraints and opportunities present in the study area. These opportunities, when coupled with a variety of funding sources, will provide a strategy for redevelopment of the area. The City of Chester is similar to many other older cities in the northeastern and midwestern states where the economic base has eroded due to a decline in the primary industries. However, this strategy attempts to demonstrate that there are healthy manufacturing activities that could consider locating in the IDS area an asset due to its regional character and the possible monetary incentives available.

In order to give direction to the recommendations in this strategy, an overview of the County's existing growth industries and an identification of industries having a market in the area which is not fully served are necessary. The "Delaware County Economic Development Strategy" has identified various activities which can take advantage of the opportunities present in the study area. Appendix C identifies by SIC code a variety of possible new industrial activities which would find advantages in locating in the IDIA. This listing was compiled to include manufacturing and service activities which have demonstrated growth in both number of firms and employment in the past ten years. Also, currently there are gaps in certain manufacturing areas which do not seem consistent with complementary service industries, and the list has tried to address this situation.

As pointed out previously, much of the recent growth in industrial development and related facilities has been in the area of service activities and "high tech" firms located in high amenity park settings in the more rural areas of the County. Efforts to entice new industrial firms into the area shall focus on those demonstrating recent growth in the area and nationally, ability to absorb the local work force or to assist in its training, and adaptability to and/or ability to improve the physical configuration and infrastructure of the strategy area. Also, the strategy will identify specific model users for the industrial anchor parcels which would benefit from the physical configuration of the land as well as the economic incentives which are available.

Many of the identified uses, such as construction related activities, machinery fabrication, and chemical production, have a need for highway, rail, and possibly port access for the supply of raw materials or the distribution of their products. The availability of a nearby interstate highway network and its connection with Philadelphia International Airport and with corporate offices located in Philadelphia could make the Chester waterfront a convenient, nearby location for plant facilities.

Machinery assembly, chemical production, refining, and fabrication of construction components (doors, windows, etc.) would provide opportunities for the unskilled labor force of the area. By hiring area residents, the firms would gain access to tax incentives for providing training for this labor pool. Successful initial start-ups could possibly attract similar new firms to utilize available adjacent parcels.

The strategy will recommend a large-scale user from these options for the LCA parcel to be consistent with the Phase II Study. The balance of the industrial parcels will be addressed in a configuration which could serve the remaining targeted types of uses.

It must be understood that due to the complexity of the problems and current conditions in the study area, projections and design schemes can only be representative of a model situation. The strategy will be tailored to be consistent with currently programmed activities and will incorporate relevant short- and long-term regional objectives. A system of incentives and public improvements will be developed to entice new industrial activity into the area. There is no "rubber stamp" answer to the out-migration of primary activity from Chester. However, this model can provide a working demonstration plan to present to the various interested public and private parties for implementation.

#### Industrial Park Development Strategy

The following recommendations comprise the industrial park development strategy proposed for the IDIA. It will incorporate possible configurations for the anchor sites and adjacent industrial parcels. Economic packages and assistance agencies along with governmental cooperation are suggested for each recommendation.

##### Recommendation #1

Reconstruct Route 291 under Alternative #4 of the Environmental Impact Statement prepared by U.S. DOT, PennDOT, the Federal Highway Administration, and the City of Chester. DCPC supports this recommended alternative since it is consistent with Delaware County policies. The project is the most important public incentive for development in the area.

- o The project should be expedited by the City of Chester, Delaware County, and PennDOT. Funding for the project has been programmed and is explained in Chapter 3. The reconstruction project will incorporate acquisition of properties on the south side of Second Street. This will allow for a total right-of-way of 85 feet including four directional lanes, a center turning lane, and a parking lane on the north side of the highway. Also included in the project is sidewalk reconstruction. Funding for the project will be released upon completion of the final environmental impact statement. The estimated cost of the project is \$39 million, and the let date has been tentatively scheduled for September, 1987.

##### Recommendation #2

Develop all land area south of Route 291 as an improved industrial park. This would be consistent with zoning patterns and would provide sufficient area for satellite industries and heavy commercial uses. Parcels could be assembled and improved, then sold to new or existing firms. If necessary, firms currently operating in the

area could be relocated either temporarily or permanently with public support.

- o With the reconstruction of Route 291 forcing land acquisition, this opportunity for creating consistent land use patterns should be exploited. The City of Chester should use this time to acquire dilapidated residential structures for demolition. This activity would be a part of any City-wide demolition program already in existence. Sources of funding could come from EDA Title I and IX and CD grants. These programs can be utilized for land assemblage, demolition, and clearance.
- o Existing industrial firms could take advantage of various funding guarantees, low interest loans, and training programs. These incentives would be available through LDC's such as EDC. These programs could be utilized for plant expansion and other capital reinvestment.

#### Recommendation #3

Target possible relocation areas within the adjoining NIA to provide for a portion of the housing needs of the residents displaced by the Route 291 expansion and industrial park development.

- o Provide redevelopment areas, rehabilitated structures, and new construction in designated areas within the NIA. Funding for relocation can be provided through PennDOT's relocation assistance program. This can make available \$25,000 per unit plus moving expenses. In many cases, this allocation would not be sufficient to cover new housing. To offset this situation, the Chester Redevelopment Authority should aid in programming funds for assistance in the NIA.

#### Recommendation #4

A major focus of County commitment to the redevelopment of the area is RIC. The County could investigate the possibility of utilizing portions of the Riverbridge complex to relocate firms that will be seriously impacted by Route 291 reconstruction and industrial park development. Firms which relocate into the complex and decide to remain can arrange a future exchange of title.

- o It is most important that new expansion activities not interfere with existing businesses to the point that a downturn in their economic activity results. For this purpose, EDC should dedicate RIC as temporary relocation space for firms within construction impact areas. This would be a major concession for the center; however, it would facilitate an opportunity for land assemblage below Second Street for industrial redevelopment. Rents, fees, and taxes could be subsidized or written down by sources such as the RLF and the SBA's 503 program or the firms could make a total commitment to RIC by exchange of title. The availability of area at RIC

would directly impact this recommendation; however, this could provide a stop-gap solution to problems caused by road reconstruction.

#### Recommendation #5

Incorporate the strategy presented in the Phase II Study. This calls for the western anchor site, LCA Leasing, to be retained under single ownership at the present acreage.

- o This recommendation constitutes the most difficult portion of the strategy. However, it can be of the most impact. Through the new capital investment of a large plant facility, the City could be the recipient of a large employer which would also serve as a pilot industry to further industrial development. City, County, state, and federal resources along with private assistance should be heavily solicited and structured to entice a large user. The City could utilize UDAG funding, which is the most direct and effective economic development tool. The County and State can supply incentive financing through LDC's such as EDC and RDC. Federal tax incentives and loan guarantees must be structured to deal directly with this large industry, with a private sector LDC such as RDC taking the lead.
- o Although a marketing brochure has been developed for the parcel, this should be upgraded. A new portfolio should be developed stressing not only existing physical conditions but also the public financial assistance opportunities available from organizations such as EDC, IDC, and IDA. The region's labor pool in all areas should be highlighted as well as the amenities of Delaware County. The portfolio should be designed as an attractive, eye-catching publication which would be aggressively circulated to companies engaged in activities identified in Appendix C.
- o To illustrate a potential successful marketing of the entire 62-acre parcel, a use has been selected from SIC codes which has demonstrated needs which would be satisfied by a large parcel with bulk transportation access, available labor (within Chester and Delaware County), and could utilize outlined financial and labor incentive programs. This use has demonstrated a growth pattern in both the manufacture of related components as well as in a finished product which would be marketable in urbanized and rural areas of the entire north eastern part of the country. Appendix E illustrates the development of the LCA parcel by a manufactured housing corporation.

#### Recommendation #6

Negotiate with PECO to temporarily utilize unleased property to alleviate space problems such as construction storage created by redevelopment activity.

- o No funding would be necessary for this activity. However, PECO would not be required to pay property taxes on leased lands it would temporarily dedicate for this purpose.

#### Recommendation #7

Create and develop amenities such as recreation areas, riverfront access, and pedestrian paths to provide relief for employees. This will provide employers aesthetic as well as economic incentives for locating in the area.

- o Continue to develop recreational access to the Delaware River. This would include the completion of the Barry Bridge boat launch with funding from DER and the State Fish Commission. Expansion of this recreational area by the acquisition of the 5-acre parcel between the West End Boat Club and the boat launch could create a more widely usable recreation space with an active play area and a parking facility. This would create a significant area of public access to the Delaware River and would maintain this section of the waterfront in a water-oriented use. Funding for further expansion could be made available through the City from the DCA administered LWCF or RIRA Programs.
- o Close various streets on the north side of Route 291 to create a limited-access industrial highway. Second Street will become predominantly a truck route with Third Street (one block north) becoming the main neighborhood collector. Principal access points to Route 291 would be Highland Avenue and Flower and Kerlin Streets, with Jeffrey and Wilson Streets providing any necessary neighborhood access. This will reduce vehicular conflict and the need for signalization, yet still provide adequate access to the waterfront industries.
- o The City of Chester should perform a traffic study to explore the physical closing of these streets and vacation of these rights-of-way north of Route 291. Infrastructure relocation could be funded through EDA and HUD programs within the neighborhood.

#### Neighborhood Improvement Strategy

The proposals for neighborhood revitalization will be presented in the form of an overall rehabilitation and new construction plan. Specific structures for rehabilitation along with community groups and local sources of monies will be identified. Vacant areas will be assembled by eliminating conflicting land uses and razing dilapidated structures for location of new residential units. Programs for commercial rehabilitation and their location will be an important issue in the recommendations. The loss of recreational area such as the Ward Street playground creates a need for such use in the neighborhood. The overall plan will address this problem. The NIA redevelopment scheme is illustrated in Exhibit A.

#### Recommendation #1

Close six streets between Third Street and reconstructed Route 291. These streets are Ward, Palmer, Townsend, Engle, Yarnall, and Reaney Streets. Utilize the closed street areas for utility rights-of-way, and utilize the adjacent lands which presently serve as large truck parking fields or which have severely dilapidated structures as a new construction core. This area would be re-designed to hold 80 new single family townhouse structures or 140 new attached duplex units with parking and internal circulation.

- o The City has declared the area bordered by Third Street, reconstructed Route 291, Wilson Street, and the Barry Bridge as part of NSA's 4 and 5. This allows for CDBG funding to be directly utilized in the area for rehabilitation and new housing.
- o The parcels currently used for truck related service would be acquired in exchange for new improved area within the IDIA along the south side of Route 291. Ten units on the 200 block of Townsend Avenue (202-222) should be acquired. Only two of these units are sound, and three are severely dilapidated and vacant. This area must be cleared for new construction to take place. New development could be initiated by the Chester Redevelopment Authority either directly or through private development under HoDAG. Private development could be awarded various tax incentives for providing housing for low-income residents. This development must be guaranteed to remain in this use for a minimum of 25 years.

#### Recommendation #2

Identify the specific address and location of units which are in immediate need of rehabilitation and note which are currently occupied and which are vacant. An inventory of these structures is contained in Appendix F, and the sites are illustrated in Appendix B.

- o From existing building vacancy and conditions surveys, target sites for rehabilitation to serve as models throughout the NIA. CDBG funding in the form of grants or loans for rehabilitation is available through the Chester Redevelopment Authority. First priority will be given to occupied structures. Also covered under the CDBG program for Chester is an Urban Homesteading Program. This is most useful in the NIA. Through the acquisition of tax-delinquent properties by the City and County, these properties can be sold or awarded to displaced low-income residents in the study area.
- o These programs can be utilized in conjunction with the private, nonprofit corporations such as Better Housing for Chester and For the People, Inc. These organizations may be designated as LDC's which could utilize SBA and EDA funding.

### Recommendation #3

Concentrate neighborhood commercial redevelopment along Third Street between Yarnall Street and the Barry Bridge approach. This should be accomplished through shopsteading, rehabilitation of existing mixed use structures, and possibly through new construction.

- o CDBG rehabilitation funding is also available for mixed residential/commercial properties which are owner-occupied. Many deteriorating structures on the 1800 and 1900 blocks of Third Street could qualify for this program. Owner/occupants would apply through the City's Redevelopment Authority in the same manner as above.
- o Shopsteading programs are available through the City and could be tailored to deal with commercial/residential use structures. The City could award vacant parcels to low-income individuals for a token price with the stipulation that the new owners rehabilitate them and establish a business. Many forms of SBA, EDA, and local bank financing could be made available through local offices. The City would be responsible for referral to these agencies. Speculative buyers would be prohibited unless they guarantee low-income rental units.

### Recommendation #4

Provide a new community recreational center at the former site of the Dewey-Mann Elementary School at Third and Yarnall Streets. This would provide an active recreational area within the NIA.

- o The property should be turned over or nominally leased to the City for active open space use. Development funding for the park could be provided by public/private foundations and state recreational programs. Chester City and/or the school district could use state and local resources to purchase equipment or could solicit equipment from more affluent municipalities that are rehabilitating their facilities. Foundation monies are usually available for socially oriented activities. A designated City office should contact funds such as the Pew Memorial Trust, Fel's Foundation, etc.

### Conclusion

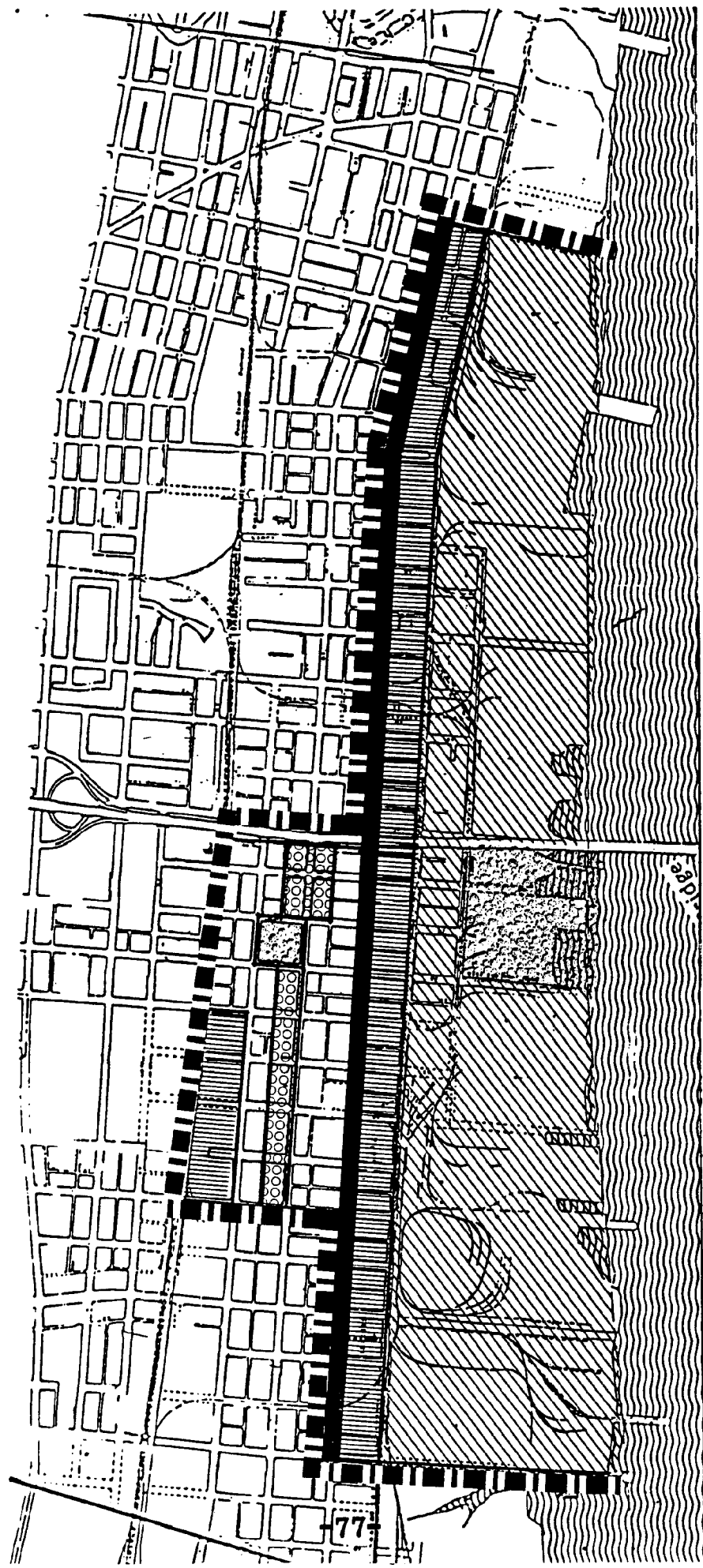
The IDS study area has been closely examined, and a strategy has been developed and presented. The most important missing link which must be reestablished if revitalization is to occur is stable and viable industrial development. Various tools and agencies are available to promote re-industrialization of the Chester waterfront. It is imperative that the many groups be streamlined and coordinated to develop packages to alleviate severe social decay resulting from the loss of employment in the industrial base. This strategy is an attempt to provide a guide for a single implementation entity.

The Delaware County Partnership for Economic Development has appointed a Commerce Director to take the lead in coordinating economic development projects in the County. In accordance with this, the Commerce Director or a member of his staff should coordinate the implementation of this strategy. All of the public incentive programs described in this report now fall directly under his administration or can be accessed through it. This would expedite the process of identifying new firms and matching them with available land and/or facilities in the IDIA. Packaging financial assistance programs and incentives would be a "one stop" procedure with negotiations and permitting processes with City, County, and other public agencies performed in conjunction with his office. It is imperative that once a new firm expresses interest in the study area, every effort be made to execute an efficient and timely relocation of that firm.

Also, the Commerce Director should create a committee made up of officials of existing social and housing assistance groups from the public and private sectors. This new committee would be headed by a chairperson reporting to the Commerce Director. The group should concentrate on developing a successful implementation of the NIA strategy to provide a model neighborhood environment adjacent to the industrial corridor. The Housing Committee Coordinator would work directly with the Commerce Director to identify and implement funding activities for the creation of a more viable neighborhood for residential and service activities.

This plan proposes a scheme which is consistent with existing land use patterns (see Map 8). However, it must be remembered, as mentioned earlier, that there is no "rubber stamp" cure for the severe deterioration of the industrial base in Chester. If the opportunities for industrial expansion continue to decline, more drastic changes in land use patterns may arise. Industrial revitalization may no longer be realistic, and alternative uses may have to be encouraged.

CLAYTON STREET  
TRAINER STREET  
BOOTH STREET  
HARWICK STREET  
THURLOW STREET  
HIGHLAND STREET  
HAYES STREET  
WILSON STREET  
WARD STREET  
PALMER STREET  
TOWNSEND STREET  
ENGLE STREET  
JEFFREY STREET  
VARNELL STREET  
REANEY STREET  
FLOWER STREET  
EDWARDS STREET  
CENTRAL AVENUE  
TILGHMAN STREET  
NORRIS STREET  
BROOKHILL STREET  
LAMBORN STREET  
PENNELL STREET  
LLOYD STREET  
PUSLEY STREET  
ULRICH STREET  
KERLIN STREET  
PARKER STREET  
FULTON STREET  
FRANKLIN STREET  
CONCORD AVENUE  
PENN STREET



|  |                    |                           |                                    |
|--|--------------------|---------------------------|------------------------------------|
| <p><b>Integrated Development Strategy</b></p> <p>BASE MAP: PENN DOT 1982</p> |                    | <p><b>MAP 8</b></p>       |                                    |
| <p><b>FUTURE LAND USE</b></p>  |                    | <p><b>North Arrow</b></p> | <p><b>SCALE</b><br/>1" = 1100'</p> |
| <p> Residential</p>  | <p> Mixed Use</p>  | <p> Recreation</p>        | <p> Industrial</p>                 |
| <p> Heavy Commercial/Services</p>  | <p> Industrial</p> |                           |                                    |

## BIBLIOGRAPHY

American Planning Association, "Making the Most of Little Known Programs for Planners," American Planning Association, PAS Report #346, Chicago, IL: 1979.

American Planning Association, "The Planner's Role in Facilitating Private Sector Reinvestment," American Planning Association, PAS Report #340, Chicago, IL: 1979.

Bendavid-Val, A., "Local Economic Development Planning: From Goals to Projects," American Planning Association, PAS Report #353, Chicago, IL: 1980.

Brown, Donald, et al., "The Entrepreneur in Local Government Practical Management Series," International City Management Association, Washington, D.C.: 1983.

Chester City Division of City Planning, "Codified Ordinances of Chester," Chester, PA: 1982.

Chester City Division of City Planning, "Comprehensive Plan for the City of Chester," Chester, PA: October 1978.

Chester City Division of City Planning, "Year 7 CDBG Application," Chester, PA: July 1979.

DeChiara, J. & Koppelman, L., "Planning Design Criteria," Van Nostrand Reinhold Co., New York, NY: 1969.

Delaware County Chamber of Commerce, "Delaware County Chamber of Commerce Members' Resource Directory 1984-85," Media, PA: 1984.

Delaware County Partnership for Economic Development, "Delaware County Economic Development Strategy," Volumes 1-5, Media, PA: July, 1984.

Delaware County Planning Commission, "Delaware County Land Use Plan 2000," Media, PA: January 1980.

Delaware County Planning Commission & Raymond, Parish, & Pine, Inc., "Delaware County Industrial Patterns," Media, PA: 1974.

Delaware County Planning Department, "CZM: Industrial Sites Survey, Phase I," Lima, PA: November 1981.

Delaware County Planning Department, "CZM: Industrial Sites Study, Phase II, Part III, Final Reuse Concepts," Lima, PA: February 1983.

Delaware County Planning Department, "Delaware County Open Space, Parks, and Recreation Study," Media, PA: August 1978.

"Delaware Valley Directory/Business and Industry 1983," Dalton's, Haverford, PA: 1983.

Direction Associates, Inc., Consultants, "Chester City/Chester Township, Delaware County, Pa., Enterprise Development Area Program," Pre-application and Addendum: April 1983.

Executive Office of the President, Office of Management and Budget, "Standard Industrial Classification Manual 1972," U.S. Government Printing Office, Washington, D.C.: 1972.

Federal Highway Administration, et al., "Route 291: Draft Environmental Impact Statement," Chester City, Delaware County, PA: June 1983.

Hayes, Rick, "Business Loans, A Guide to Money Sources and How to Approach Them Successfully," Second Ed., GBI Publishing Co., Inc., Boston, MA: 1980.

Kendig, Lane, et al., "Performance Zoning," APA Planners Press, Chicago, IL: 1980.

Levy, John, "Economic Development Programs for Cities, Counties, and Towns," Praeger, New York, NY: 1981.

Lynch, Kevin & Hack, Gary, "Site Planning," Third Ed., MIT Press, Cambridge, MA: 1984.

Montvel-Cohn, Tom, "1982 Users Guide to Government Sources for Economic Development, Economic Growth Series," Northwest-Midwest Institute, Washington, D.C.: January 1982.

Office of Coastal Zone Management and Coastal Zone Management Branch, "Commonwealth of Pennsylvania Coastal Zone Management Program and Final Environmental Impact Statement," Harrisburg, PA: August 1980.

Penn Jerdel Council, "Business Firms Directory of the Delaware Valley 1983-1984," Greater Philadelphia Chamber of Commerce, Philadelphia, PA: 1983.

President's Economic Adjustment Committee, "Industrial Development Profile, Riverfront Corridor, Delaware County, Pa.," Washington, D.C.: March 1978.

Ramsey and Sleeper, "Architectural Graphic Standards," American Institute of Architects, John Wiley and Sons, New York, NY: 1966.

Raymond, Parish, & Pine, Inc., "Housing Market and Program Analysis: A Memorandum to the City of Chester, Pa., Division of City Planning," Tarrytown, NY: June 1973.

Raymond, Parish, & Pine, Inc., "Riverfront Extension Study Area: A Memorandum to the City of Chester, Pa., Division of City Planning," Tarrytown, NY: July 1975.

Raymond, Parish, & Pine, Inc., "Riverfront Study Area: A Memorandum to the City of Chester, Pa., Division of City Planning," Tarrytown, NY: July 1974.

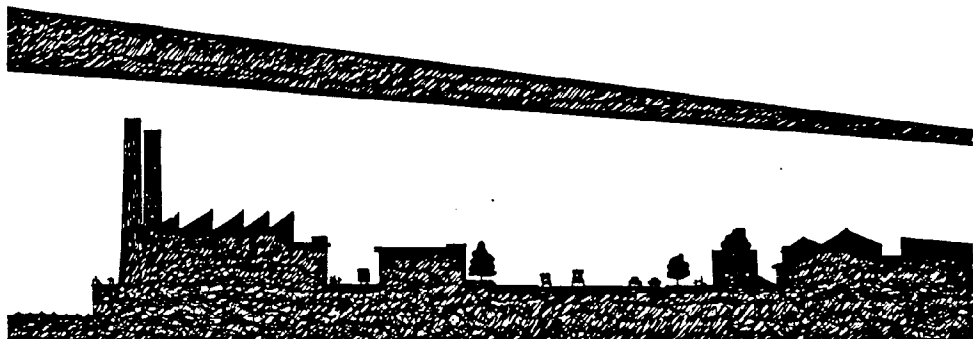
Raymond, Parish, & Pine, Inc., "Transportation: A Memorandum to the City of Chester, Pa., Division of City Planning," Tarrytown, NY: June 1975.

Simpson and Curtin, Transportation Engineers, "Delaware River Corridor Freight Transportation Study," Philadelphia, PA: May 1976.

U.S. Department of Commerce, Bureau of the Census, "1980 Census Statistics, Delaware County, Pa.," U.S. Government Printing Office, Washington, D.C.: 1982.

U.S. Small Business Administration, Office of the Chief Counsel for Advocacy, "Directory of State Small Business Programs," Washington, D.C.: July 1980.

## APPENDICES



APPENDIX A  
INTER - OFFICE CORRESPONDENCE  
COURT HOUSE  
Media, Pa.

June 1, 1983

FROM Kerry Dyer

TO FILE

SUBJECT: Weighting Mechanism for the IDS  
Site Selection

The Selection Criteria Memorandum, February 4, 1983, suggested that a weighting formula be developed to assist in the selection of the IDS site. The following formula has been developed:

|                         |   |                                     |   |                         |
|-------------------------|---|-------------------------------------|---|-------------------------|
| Weighted<br>point value | x | Number of<br>Criteria<br>Applicable | = | SCORE<br>(Total Points) |
|-------------------------|---|-------------------------------------|---|-------------------------|

The memorandum listed three broad categories of criteria: economic, program and infrastructure. Of these, the most important is the economic criteria (given the overall aim of the project). Accordingly, this is given the heaviest weighting value. The values are: 6 points for economic, 3 points for program and 2 points for infrastructure.

The following is a list of the items within each of the categories.

A. Economic Criteria

- A1. Are there other independent revitalization efforts underway nearby which could be coordinated with the CZM/IDS to create a "larger than local" benefit?
- A2. Does the designated area have the potential to achieve special status such as a Pennsylvania Enterprise Development Area (EDA), Federal Enterprise Zone (EZ), or Foreign Trade Zone (FTZ) or subzone?
- A3. Are there realistic opportunities for ripple effects through new economic activities at the anchor site(s) and study area? Are there opportunities for significant industrial linkages?
- A4. Will the revitalization activities be job generators? Will these jobs be long-term or short-term? Are there possibilities for "sweat equity" programs.

B. Program Criteria

- B1. Does the site really require the plan?
- B2. Is the municipality capable of or interested in actively implementing the recommendations of the study? Will the community/municipality cooperate to a sufficient degree to make the IDS work; or will the local bureaucracy impede the process?
- B3. Does the site have existing groups (church groups, civic associations, stable industries or business groups) upon which Item V of the Scope of Services could be based?
- B4. Is it a manageable size for the Study?
- B5. Does the site offer a unique opportunity to the municipality to draw on resources or participate in programs which are otherwise unavailable?
- B6. Does the site correspond to some distinct area such as a recognized neighborhood, census delineation, political designation (e.g. ward, etc.)?

C. Infrastructure Criteria

- C1. Are the significant public works projects planned for (highway, sewer, bridge repair or construction) which will impact on the area?
- C2. Is there evidence of structurally sound but unused/under-used buildings in the area?
- C3. Is there widespread housing abandonment or housing stock which could be rehab-ed?
- C4. Are there any historical structures?
- C5. Is there good (or, at least, adequate) public transportation?

COURT HOUSE

Media, Pa.

June 3, .....19 83.

FROM Kerry Dyer

TO FILE

SUBJECT Goals for the CZM/Integrated  
Development Strategy

A goal is an aspiration. It is a statement of a future image which a given area (neighborhood, municipality, etc.) has of itself. Further, the goal defines the circumstances in a given area which are either to be achieved or preserved. The riverfront of Delaware County can be viewed as a single entity divided into six parts (corresponding to the six jurisdictions) and while each jurisdiction is somewhat different, they all share the same basic problems. It is for this reason that the goals can be identified prior to the selection of the specific IDS area. The goals - as general statements - can be distilled from existing knowledge and recent experience, building on the recent work of the CZM/Industrial Sites Study (the data collection in Phase I and the strategies developed in Phase II). When taken together, these goals represent the general direction which the study will take.

The formation of objectives is a second exercise which cannot be done until the particular area is selected and there is some interaction with the particular community. The objectives will, of course, be extensions of the goals and will particularize the goals to the IDS area, once selected. In addition, they will be the standards against which the general success of the project will be measured.

(In addition to the formulation of goals and objectives, there will also be a statement of tasks which will indicate the specific and concrete steps to be taken to operationalize the objectives).

The following list does not reflect a ranking of the goals:

1. Integrate the past work of the CZM/Industrial Sites Study with the current possibilities and conditions of the Delaware County Coastal Zone.

2. Determine an optimal mix of basic and service industries for the area.
3. Determine a realistic package of assistance programs and funding to attract a variety of businesses.
4. Build a realistic and working partnership between the public and private sector in which each makes a meaningful contribution and which will result in an infusion of funds into the IDS area.
5. Determine an optimal mix of land uses: commercial, industrial and residential.
6. Upgrade the built environment through either rehabilitation or selective demolition of existing structures and other improvements to the infrastructure.
7. Identify the specific labor skills available in the work force and match the labor skills (including those which exist and those which can be upgraded through training) with the local employment needs.
8. Determine how destructive competition can be kept at a minimum.

KD/jr

DCPD

Delaware County Planning Department

350 N. Middletown Rd., Lima, Pa. 19037 (215) 891-5656

TO: Deidre Taylor

FROM: Kerry Dyer,  
Planner

SUBJECT: IDS Site Selection

DATE: June 20, 1983

This memorandum presents the findings of the IDS site selection process and the justification in selecting the site. Enclosed are:

- (A) Summary Sheet of the Candidate Sites;
- (B) Weighted Criteria "Scoring" Sheet; and
- (C) Narrative for each of the Four Candidate Sites.

The Narrative may appear desultory but does generally follow the order of the questions as outlined and presented in the memorandum of June 1, 1983: Weighting Mechanism for the IDS Site Selection.

KD/mrm

Enclosures

Integrated Development Strategy  
Summary Sheet:

CANDIDATE SITES

Site A: The Henderson - Carbide/Conrail Site

Location: Tinticum Township

Size: 3.5 square miles

Description: The site is the area between The Henderson Group's holdings near Philadelphia International Airport (CZM/ISS: L.T.I.R.), the Delaware River, the Union Carbide and Conrail properties (CZM/ISS: Carbide-Conrail) and Interstate 95. This proposed area is virtually the entire township.

Priority Ranking: #2

Site B: B.L.H.

Location: Eddystone Borough

Size: 0.75 of a square mile

Description: The site is the area immediately north of the CZM/ISS B.L.H. site and the entire area south of Industrial Highway to the Delaware River - contained entirely within the Borough.

Priority Ranking: #3

Site C: Riverbridge - L.C.A.

Location: Chester City

Size: 1 square mile

Description: The site is the area between the Riverbridge plant complex, the Delaware River, the L. C. A. property and 2nd street.

Priority Ranking: #1

Site D: L.C.A. - Marcus Hook Development Park

Location: Chester City, Trainer Borough, and Marcus Hook Borough

Size: 0.75 of a square mile

Description: The site is the area between the L.C.A. property and the Marcus Hook Development park property, including the entire CZM area of Trainer Borough.

Priority Ranking: #4

Integrated Development Strategy

Weighted Criteria

"SCORING" SHEET

|        | A1 | A2 | A3 | A4 | B1 | B2 | B3 | B4 | B5 | B6 | C1 | C2 | C3 | C4 | C5 | TOTALS |
|--------|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|--------|
| SITE A | 6  | 6  | 6  | 6  | 0  | 0  | 0  | 3  | 0  | 3  | 0  | 0  | 0  | 2  | 2  | 34     |
| SITE B | 0  | 0  | 6  | 6  | 0  | 3  | 3  | 3  | 0  | 3  | 2  | 0  | 0  | 2  | 0  | 28     |
| SITE C | 6  | 6  | 6  | 6  | 3  | 3  | 3  | 3  | 3  | 0  | 2  | 2  | 2  | 0  | 0  | 45     |
| SITE D | 0  | 0  | 0  | 6  | 0  | 0  | 0  | 3  | 0  | 0  | 2  | 2  | 0  | 2  | 2  | 17     |

## Site A

### Economic Criteria

There are two major revitalization programs underway at these two properties which will - in all likelihood - bring a very significant level of capital formation and a large number of jobs into the area. These revitalization efforts - if successful - will begin to reverse the image of the Delaware County coastal zone as an area of decline and disinvestment.

Since the area is very close to the Foreign Trade Zone (F.T.Z.) at Eastwick, there is a good possibility that some part of the candidate area might be designated as a subzone of the FTZ. There are strong possibilities that the new activities at the two anchor sites would have a ripple effect throughout the township's economy.

A kind of "gentlemen's agreement" is developing between the two private developers to target different groups of users at each of the Tinicum sites so as to minimize debilitating competition. This targeting will have the effect of making each site free-standing, self-contained and very specialized. Accordingly, the possibilities for linkages seem remote.

The revitalization efforts will provide thousands of jobs - both long-term and short-term. However, there are virtually no possibilities for "sweat equity" programs since there is no abandonment in Tinicum Township.

### Program Criteria

There is some doubt as to whether the candidate site really needs a plan. The Township received a \$30,000 grant from the Office of Coastal Zone Management (O.C.Z.M.) to update its comprehensive plan less than three years ago. If this site were selected, the IDS would virtually redo this update. The Township is currently encountering some difficulty in implementing the broad recommendations of the comprehensive plan update. The IDS would, presumably, make very specific recommendations (including such things as fiscal concessions, etc.). Accordingly, there is sufficient reason to doubt that IDS recommendations would be implemented.

In addition, the recent experience in trying to form the Tinicum CZM/ISS task force is an adequate indication that the Township neither has a group with the needed technical expertise to assist in the Study nor has the desire to form such a group.

Site A  
Page 2

The proposed area is roughly 3.5 square miles and is considered a manageable size although somewhat large. The area corresponds to the two villages of Lester and Essington.

#### Infrastructure Criteria

The completion of I-95 will have a significant impact on regularizing the traffic flow in the township. There is very little evidence of underutilized buildings other than some of the historic structures (e.g. Lazaretto). There is no housing abandonment and little need for housing rehabilitation. There are some historic structures scattered throughout the township; and there is adequate public transportation.

## SITE B

### Economic Criteria

The only revitalization efforts under way which might be coordinated with the activities at the candidate site in Eddystone are those in Tinicum discussed in the preceding section. The area holds little potential for designation of either a Pennsylvania EDA, a Federal Enterprise zone or a Foreign Trade Zone (or subzone). There will certainly be something of a ripple effect throughout the local economy; but would probably not be as significant as elsewhere. The opportunities for industrial linkages are significant; but are being pursued as part of the implementation of the CZM/Industrial Sites Study. The revitalization efforts will provide both short-term and long-term employment; however, there does not seem to be a sufficient context of either abandonment or municipal ownership to provide realistic possibilities for "sweat equity" programs.

### Program Criteria

Eddystone was recently part of a tri-borough comprehensive plan (funded by O.C.Z.M.) which addressed economic development issues to some extent. It is questionable that such a re-study would be an effective use of funds. On the other hand, it is evident that the Borough is quite capable of and extremely interested in putting any recommendations of an IDS Study into effect and forming a group to assist in the study.

The size of the Eddystone IDS area is estimated to be approximately .75 square mile. This is considered a manageable size, but the site does not present the Borough with any unique funding sources or opportunities to participate in programs. The site does correspond to virtually all of the Borough (exclusive of the major residential area).

### Infrastructure Criteria

The only significant public works project planned in the Borough is a sewage treatment facility (a formal feasibility study of the facility is underway). There is very little unused/under-used buildings in the study area site (i.e. buildings not in the former BLH complex). There are some buildings at the Pennsylvania Ship Company's yards. However, the management at Penn Ship has indicated in the past that it does not consider the buildings or land to be surplus. The housing stock is quite sound (with some scattered and isolated cases of housing rehab needs). There are a few scattered structures of minor historic interest. Public transportation is adequate.

## SITE C

### Economic Criteria

There are two significant industrial revitalization efforts and one important recreational project underway which could be coordinated to create a "larger than local" benefit: the Riverbridge project, the Philadelphia Quartz project (PQ) and the Barry Bridge Boat Launch. Recently, the Delaware County Economic Development Center (EDC) has been successful in using part of Riverbridge (approximately 25%) to supply the Lansdowne Steel Company with expansion space (keeping the company from moving out of state). Also the City of Chester and Philadelphia Quartz were successful in securing an Urban Development Action Grant (UDAG) for industrial expansion at the PQ site. Construction will begin shortly on the Commodore Barry Bridge boat launch.

This area of Chester is in the exact middle of the proposed Enterprise Development Area (EDA). Chester is the only Delaware County applicant to DCA for EDA designation. It is quite reasonable to expect - indeed, anticipate - that the creation of new jobs at the Riverbridge anchor site will have a favorable ripple effect throughout the study area. Just such an effect is currently being felt in Chester's CBD as a result of the presence of the new Southeast National Bank headquarters. The jobs at the Chester IDS will be both long-term and short-term and the possibilities for "sweat equity" programs are quite good due to the significantly widespread property abandonment.

### Program Criteria

Chester has not had an update of its comprehensive plan for more than a decade. The IDS coupled, with the data and reports which will be collected and developed would become a kind of "de facto" plan for a large area of Chester. The City is capable of, and interested in implementation, of any constructive recommendations leading to general economic betterment. The Riverfront Development Corporation - together with the Delaware County Partnership - could easily provide the basic structure for developing a group to add technical expertise to the planning process.

The size of the Chester IDS is roughly one mile square. However, if Chester is designated an EDA, the IDS area would become the first "zone" of redevelopment plans for the area and - in all probability - become the paradigm for the subsequent redevelopment plans for the other zones. Since the area has the highest concentration of minorities in Delaware County, the City could qualify for funding specifically geared to these minorities (SBA's minorities programs, Urban National Corp's programs, etc.).

The area designated as Chester's IDS does not correspond to any particular identifiable area.

#### Infrastructure Criteria

The major public works project scheduled for the Chester IDS project is the Barry Bridge Boat Launch. It is hoped that the presence of this recreational facility will have a stabilizing effect on the surrounding area. There is observable evidence of widespread abandonment and a substantial amount of the housing stock which could be rehabed. There is also an appreciable amount of commercial property which could benefit from a "shop-steading" program (such as Baltimore's fairly successful program). At the same time, a significant amount of the housing stock is in fairly good condition and needs either no rehab or simply cosmetic rehab (e.g. "paint-up, fix-up"). There are only a few historical structures of minor importance. Public transportation is fair to good.

## SITE D

### Economic Criteria

This candidate IDS site could possibly benefit from the aforementioned revitalization efforts at Riverbridge and Philadelphia Quartz as well as the modest CBD revitalization effort underway in Marcus Hook Borough. It does not have a particularly good chance of any special designation from either the State or Federal governments. Although, it would benefit to some degree if Chester City was designated as an EDA due to its proximity. There is very little useable land or buildings in Site D to accommodate new economic activity which results from the ripple effect of the anchor sites' activities.

The presumption is that the area would generate comparatively few short-term jobs since there is little possibility for construction. Therefore, of the jobs which are generated, most would be long-term. There are few apparent opportunities for "sweat equity" programs since there is little abandonment.

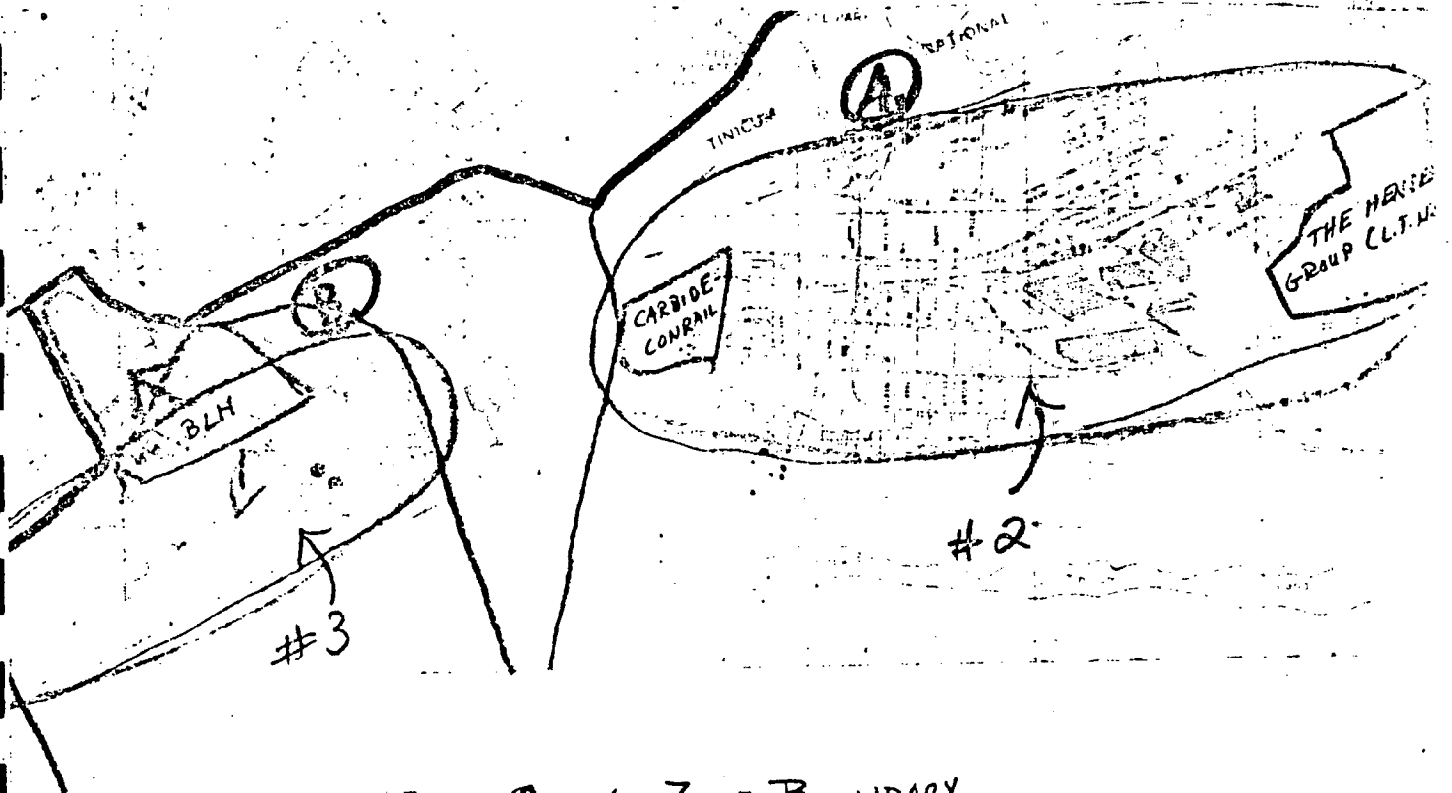
### Program Criteria


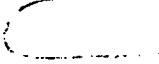

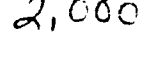











Both Trainer and Marcus Hook have been studied in a recent four borough comprehensive plan. Some problems may develop in reaching agreement on the implementation of recommendations, since the candidate IDS area spans three jurisdictions. There is no existing group immediately identifiable to form the technical group.

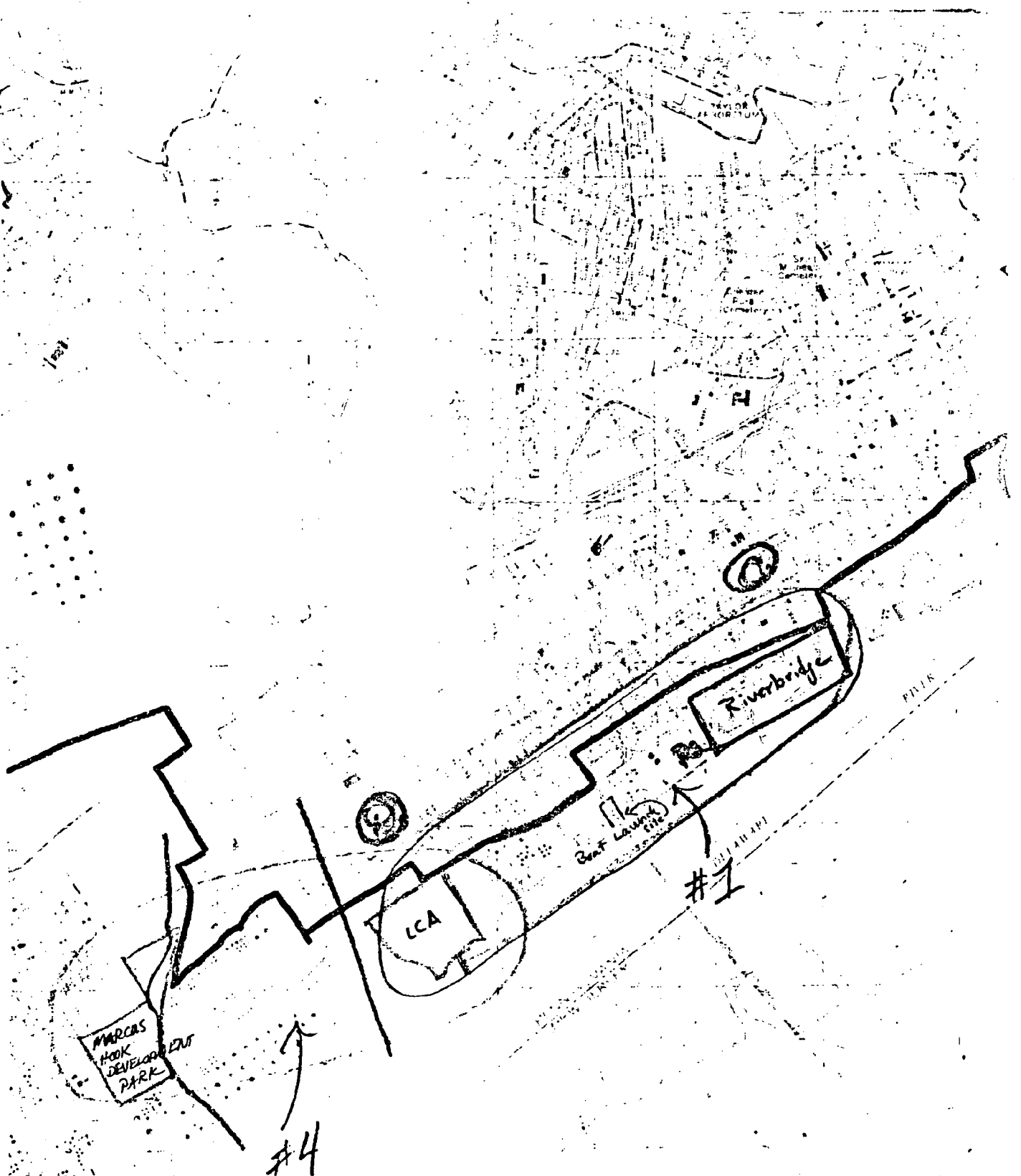
The proposed IDS area is less than a mile square (.75 square miles) and is of a manageable size. There are no unique opportunities of which the municipalities could avail themselves; nor is there any particular distinct area designation or identification for the proposed IDS area.

### Infrastructure Criteria

There is some modest bridge repair and construction planned in Marcus Hook. There are some buildings (e.g. the Trainer elementary school) which are structurally sound but underutilized. In general, the housing stock is in good condition; some scattered and isolated houses could be rehabed. The historic structures of any consequence are in Marcus Hook; it may be advantageous to preserve them. Public transportation is adequate.



- FINAL COSTAL ZONE BOUNDARY
  - CZM/ISS FINAL SITES
  - MUNICIPALITIES BOUNDARY
  -                  
- 2,000 feet/in.



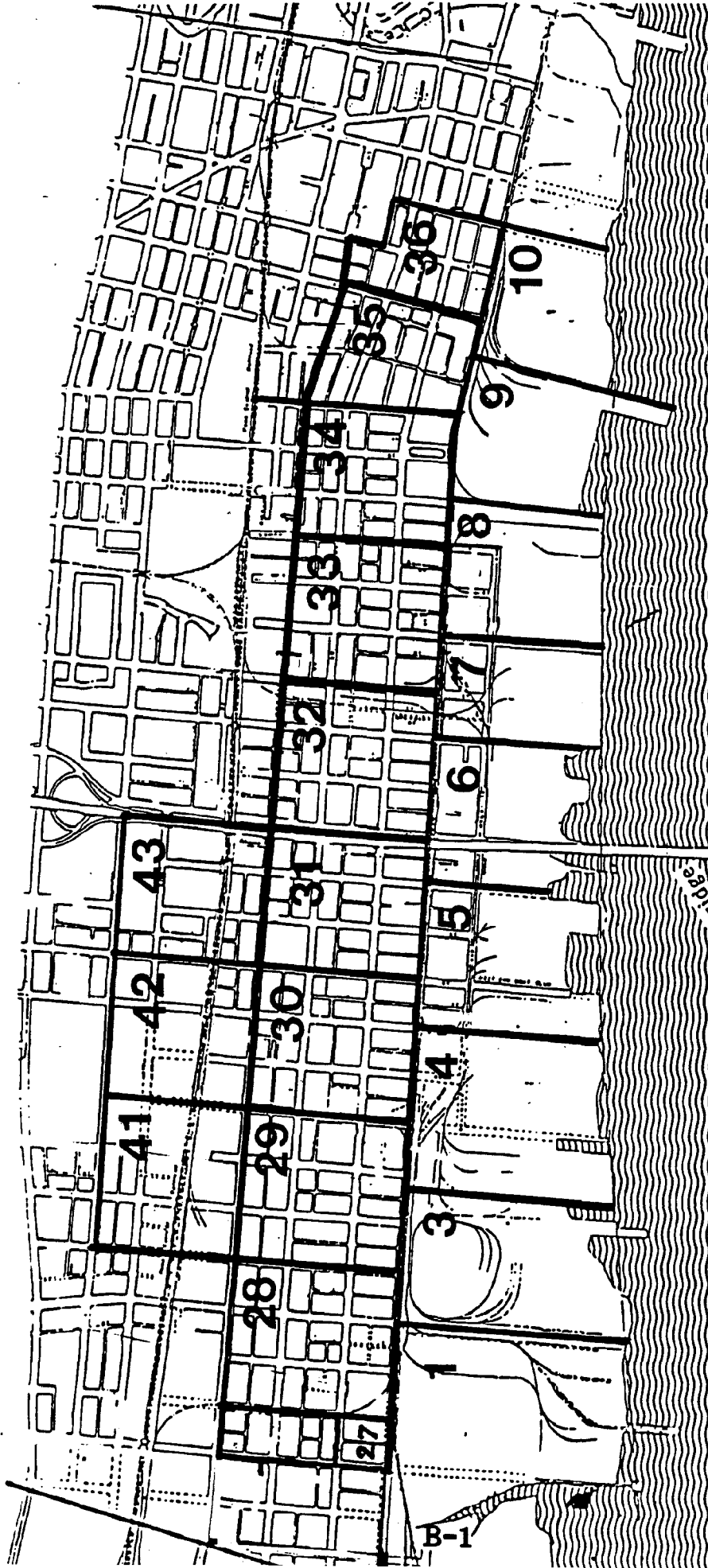
# APPENDIX



SCALE  
1" = 1100'

## APPENDIX B EXISTING LAND USE AND CONDITIONS MAP

Integrated  
Development  
Strategy



CLAYTON STREET  
TRAINER STREET  
BOOTH STREET  
HARWICK STREET  
THURLOW STREET  
HIGHLAND STREET  
HAYES STREET  
WILSON STREET  
WARD STREET  
PALMER STREET  
TOWNSEND STREET  
ENGLE STREET  
JEFFREY STREET  
VARNELL STREET  
BEANEY STREET  
FLOWER STREET  
EDWARDS STREET  
CENTRAL AVENUE  
TILGHMAN STREET  
MORRIS STREET  
BROOMALL STREET  
LAMOON STREET  
PENWELL STREET  
LLOYD STREET  
PUSLEY STREET  
ULRICH STREET  
KEARLIN STREET  
PARKER STREET  
FULTON STREET  
FRANKLIN STREET  
CONCORD AVENUE  
PENN STREET

# APPENDIX

## APPENDIX

### EXISTING LAND USE AND CONDITIONS

#### LAND USE CODES

|                                     |  |
|-------------------------------------|--|
| <input type="checkbox"/>            | RESIDENTIAL (Single/Multi-Family/All Types)      |
| <input checked="" type="checkbox"/> | MIXED USE (Residential/Neighborhood Commercial)  |
| <input checked="" type="checkbox"/> | COMMERCIAL (Heavy Commercial/Service)            |
| <input checked="" type="checkbox"/> | INDUSTRIAL (Manufacturing/Related)               |
| <input checked="" type="checkbox"/> | INSTITUTIONAL (Municipal, Religious, etc.)       |
| <input checked="" type="checkbox"/> | RECREATIONAL (Public/Private Parks & Facilities) |
| <input checked="" type="checkbox"/> | UTILITIES  |

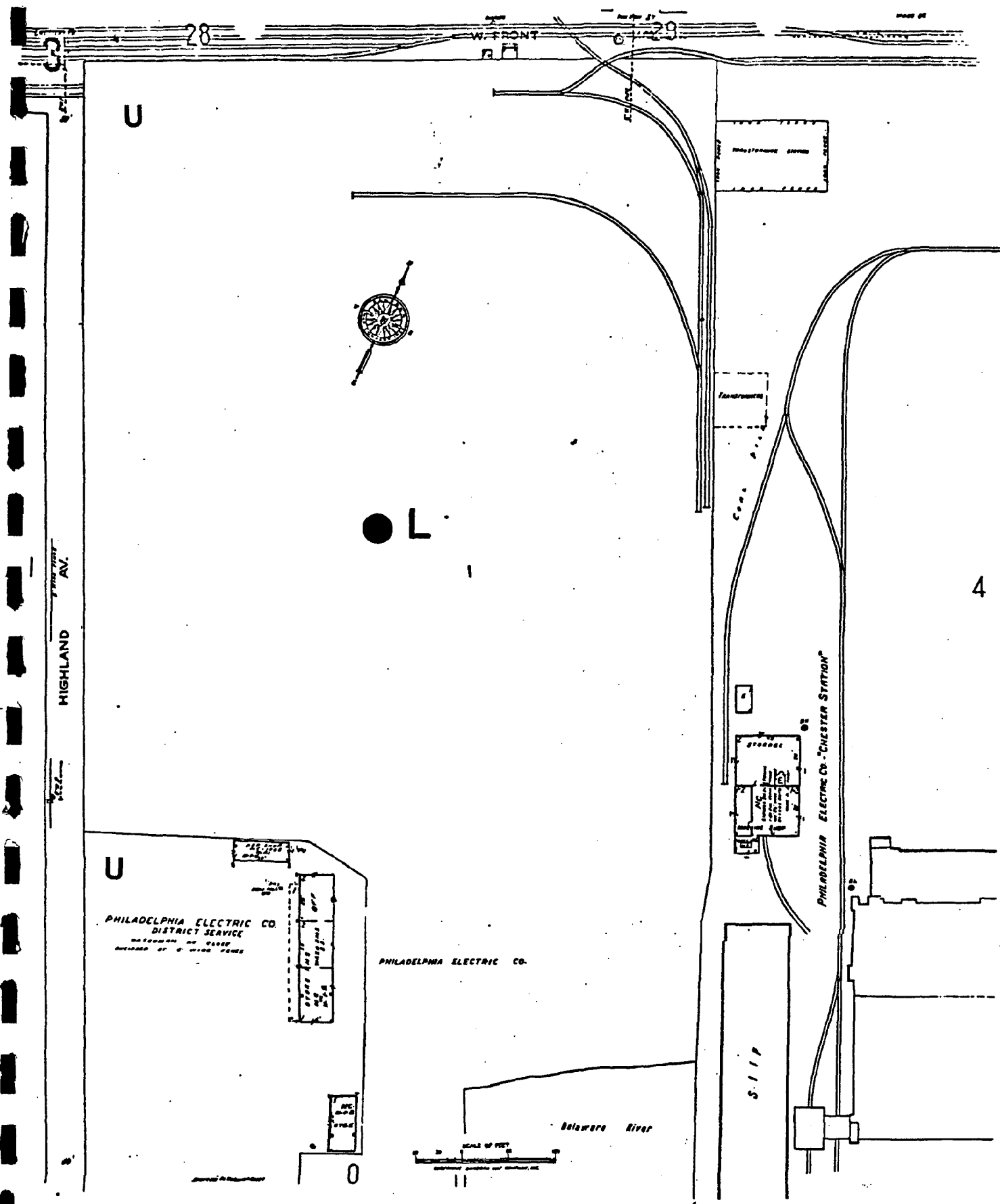
#### BUILDING AND SITE CONDITIONS

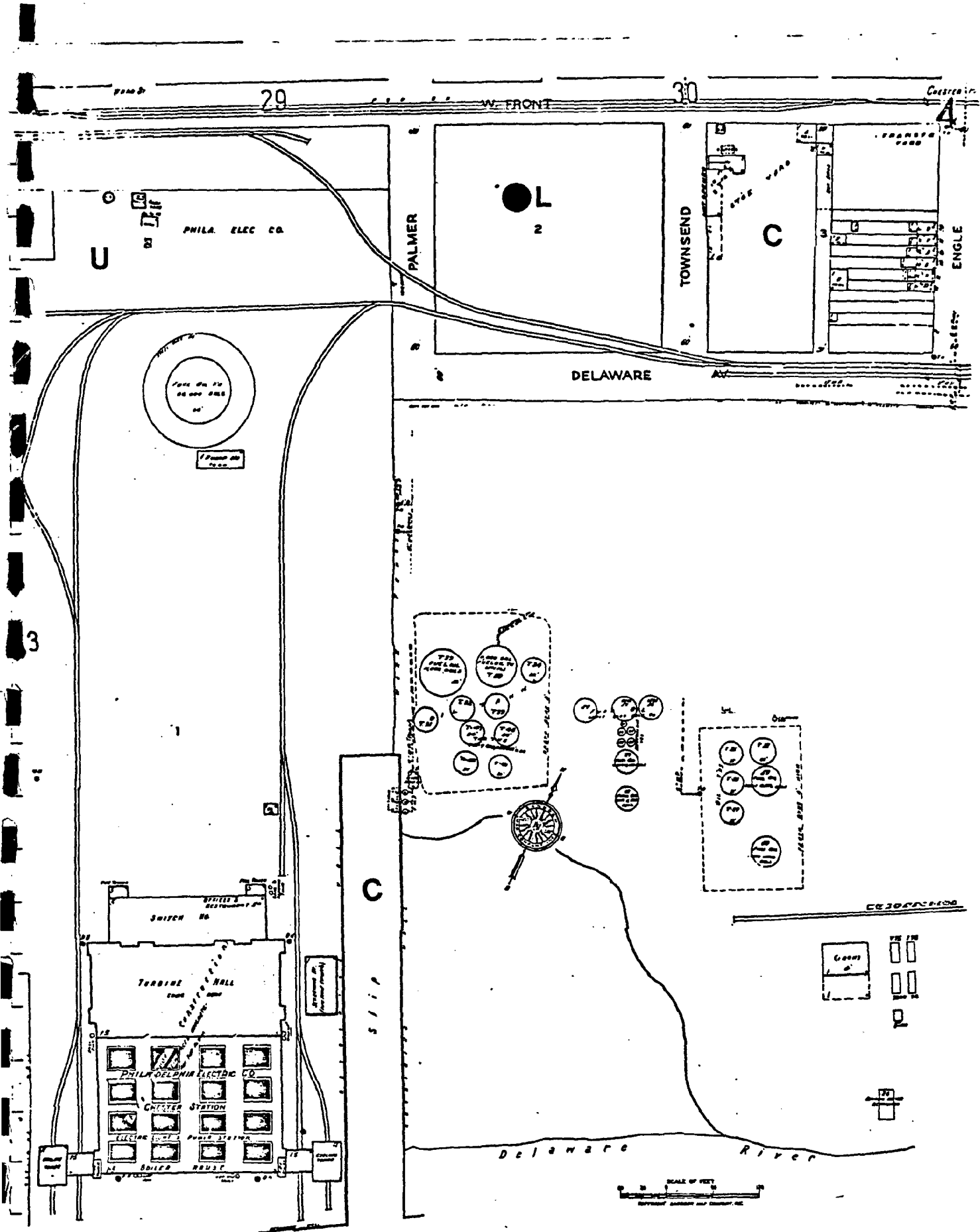
|                                       |                          |
|---------------------------------------|--------------------------|
| <input type="checkbox"/>              | DILAPIDATED & OCCUPIED   |
| <input checked="" type="checkbox"/>   | VACANT STRUCTURE         |
| <input checked="" type="checkbox"/> L | VACANT/UNDERUTILIZED LOT |

## KEY TO MAPPING

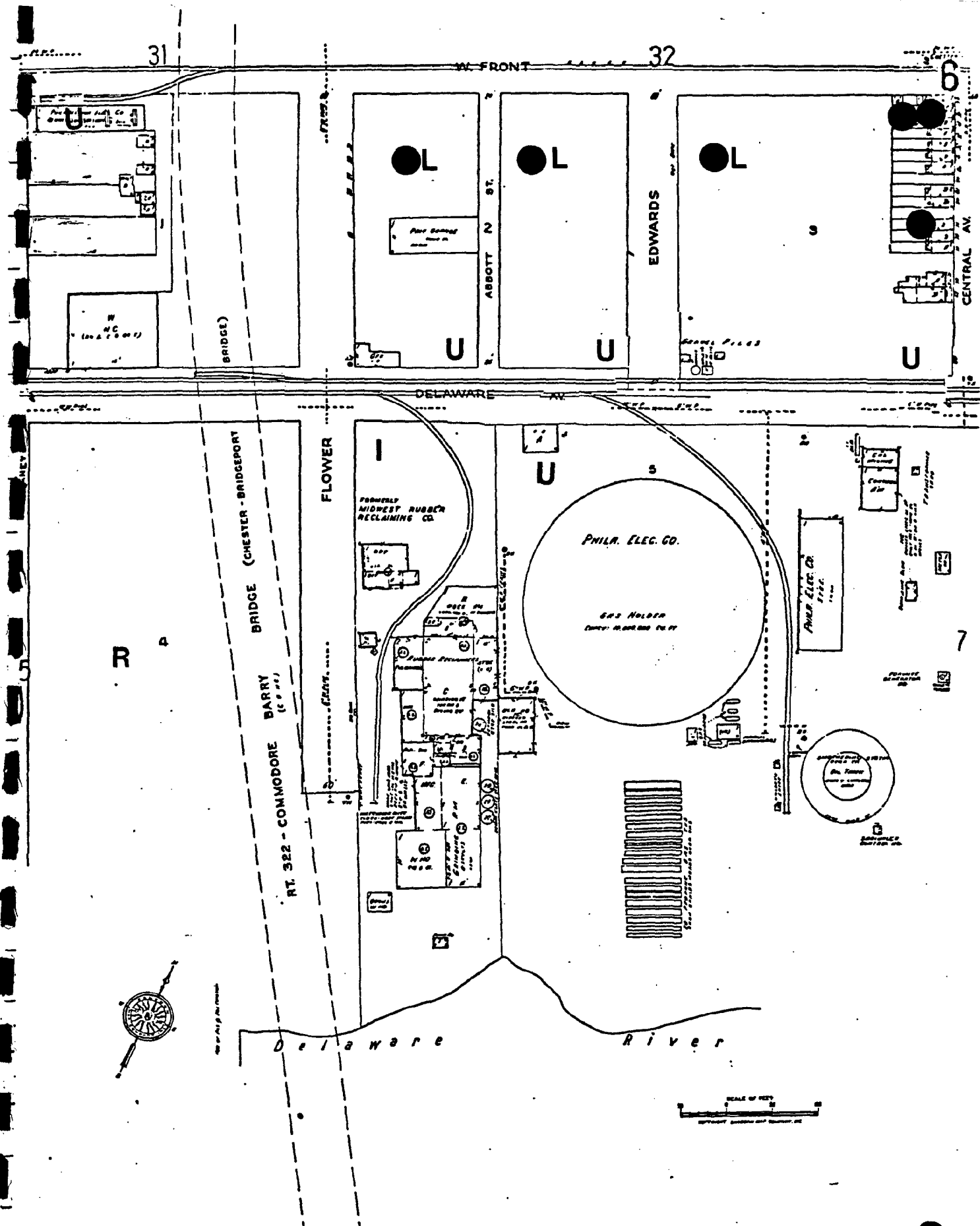
Integrated  
Development  
Strategy

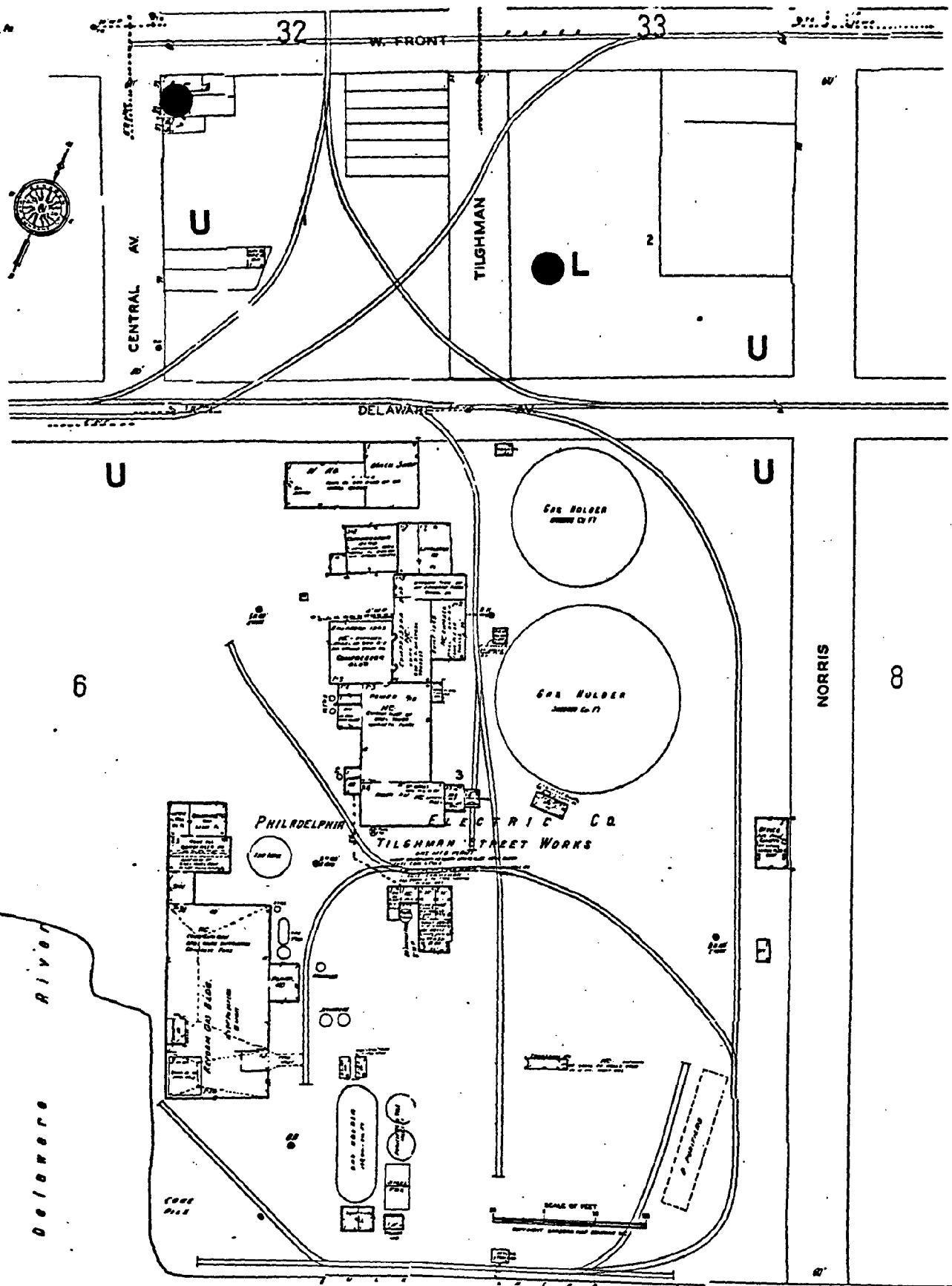


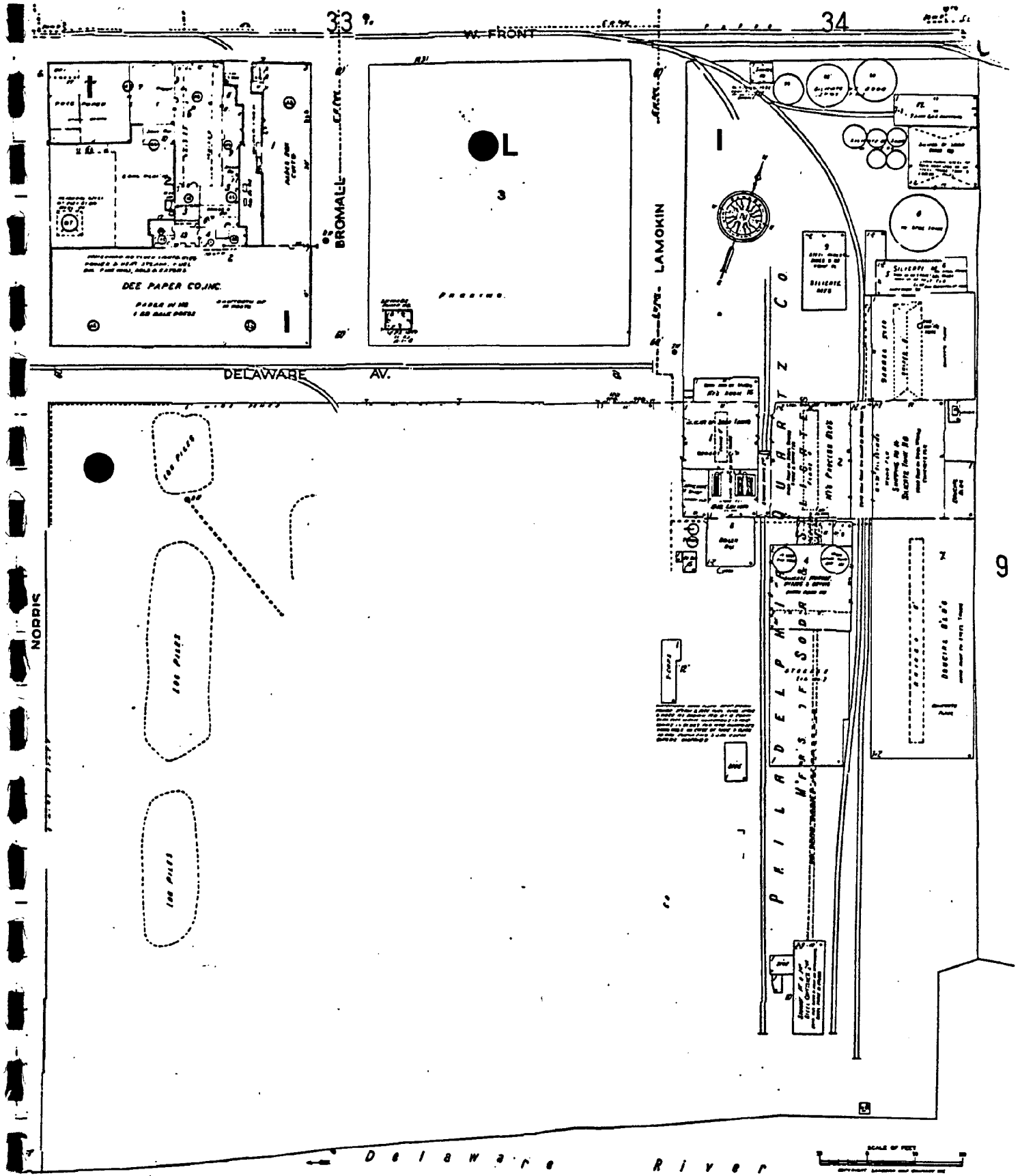










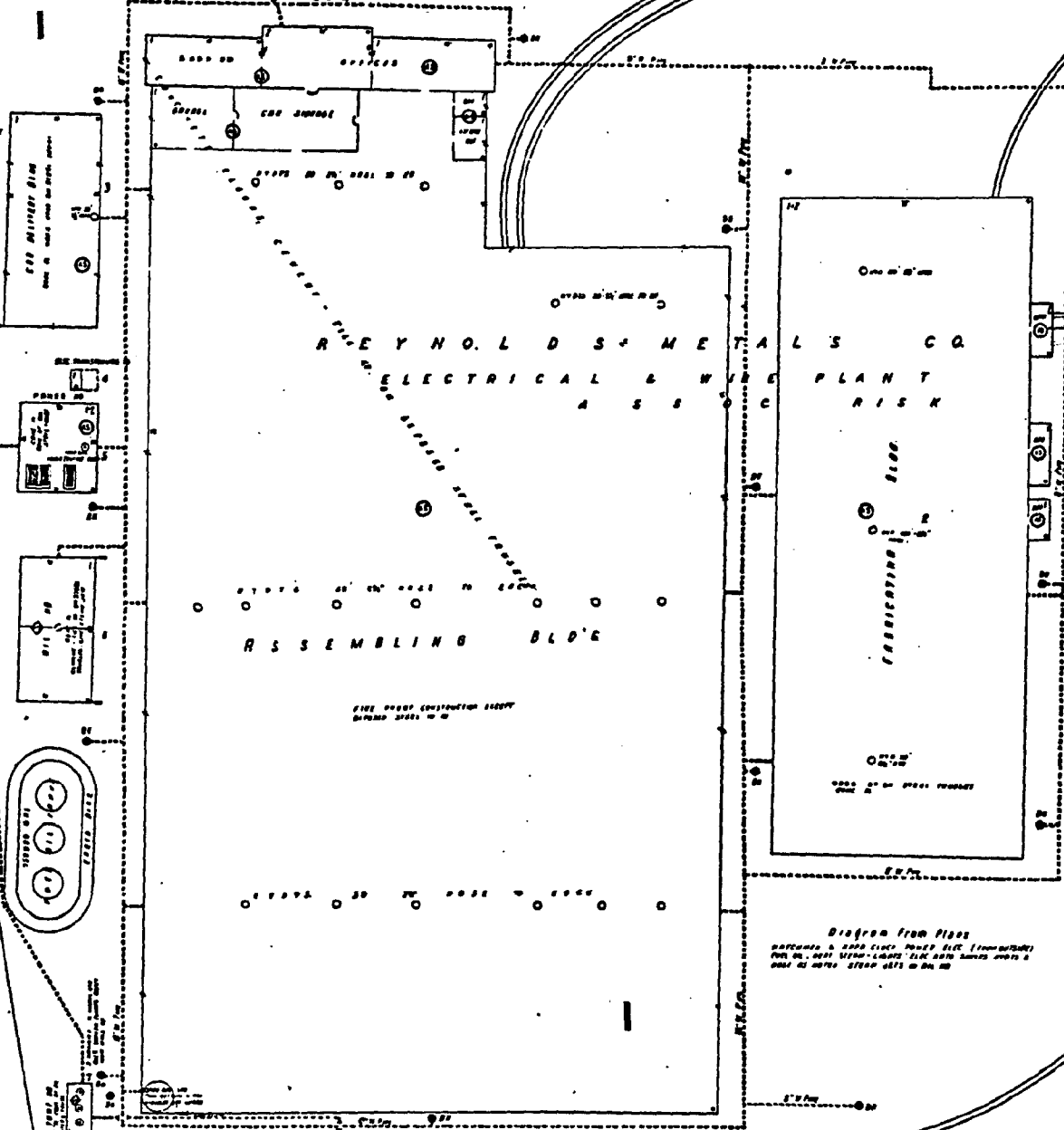


THIS SHEET NOT CORRECTED  
SINCE 1934

34

35

W. FRONT



10

9

35

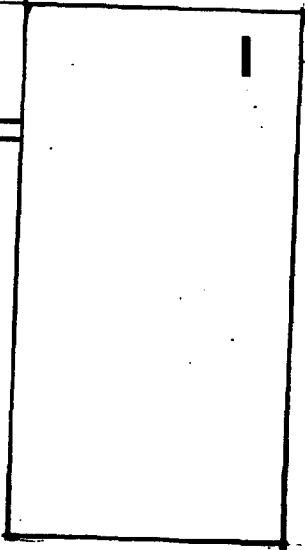
W. FRONT

36

10

FULTON

11

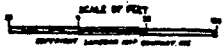


● L

「 TERRITORY ON THIS SHEET NOW OCCUPIED BY  
REYNOLDS METALS CO., AN ASSOCIATED  
RISK. 」

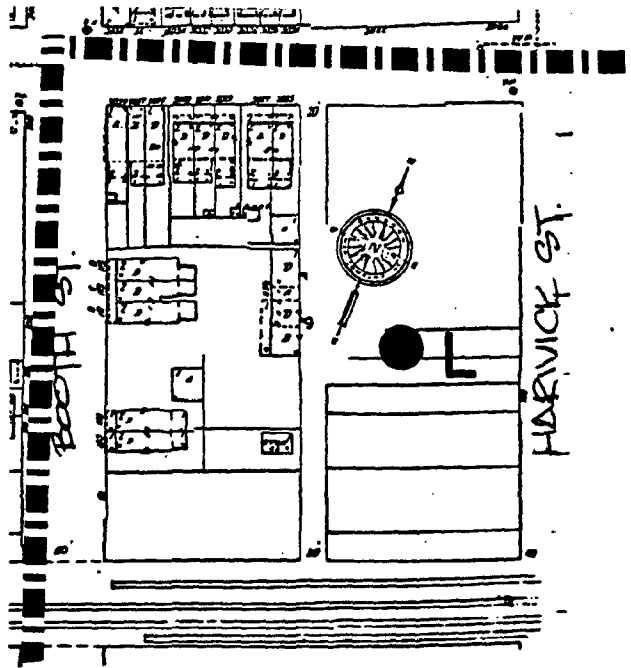


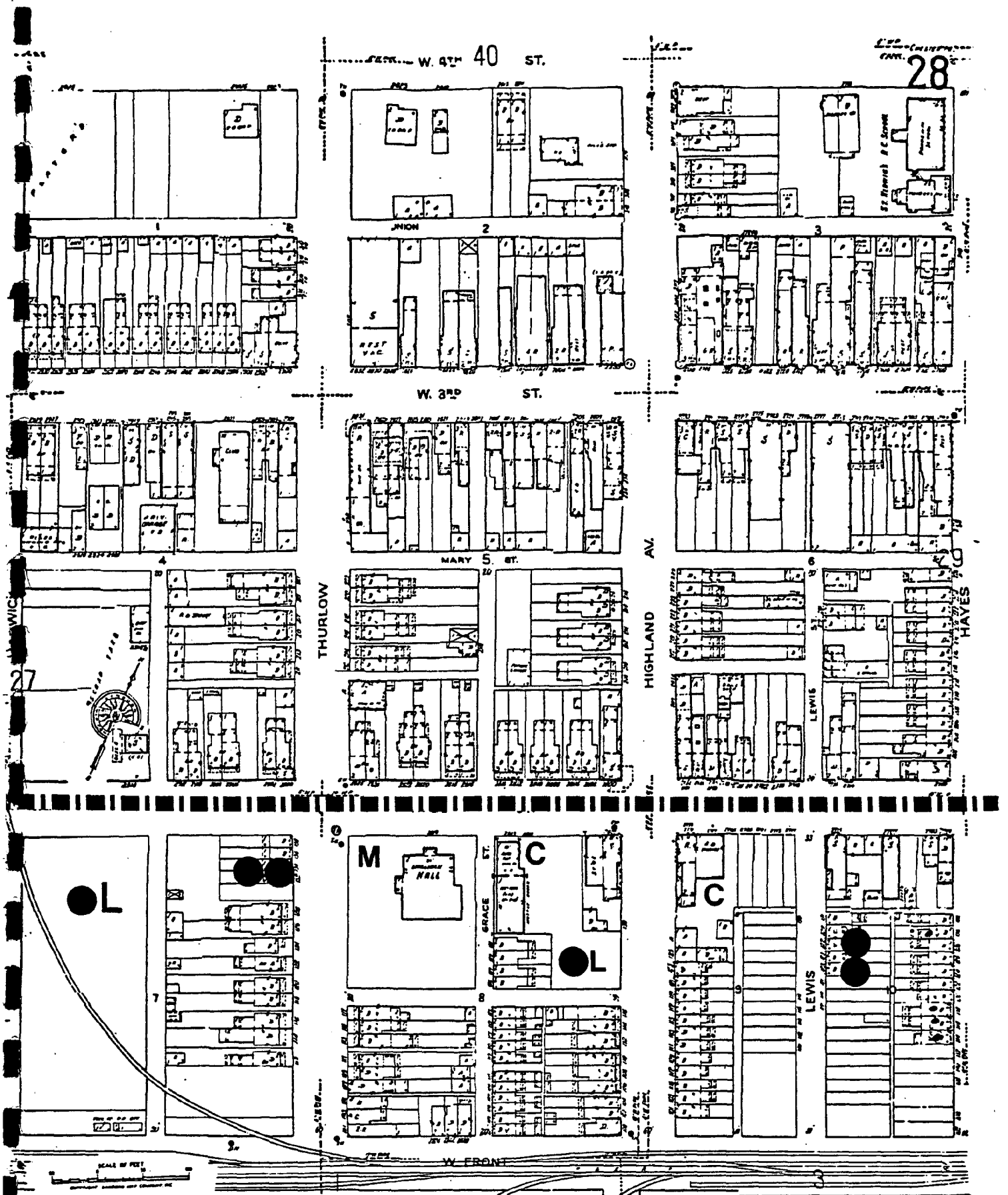
← Delaware River

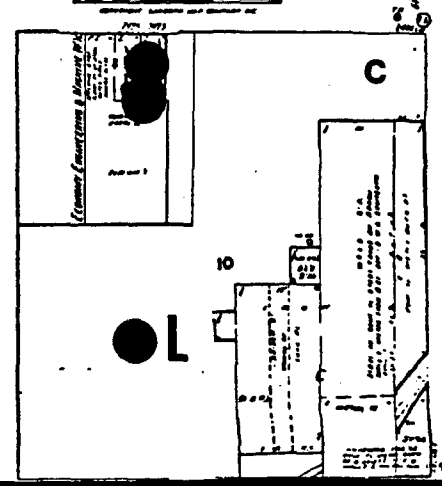
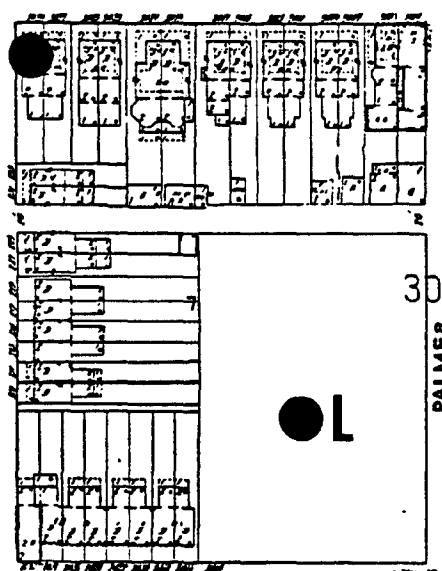
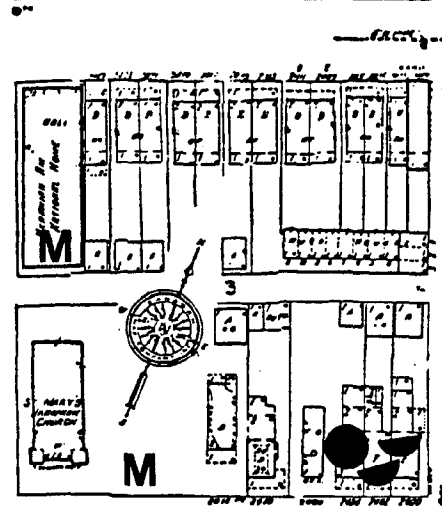
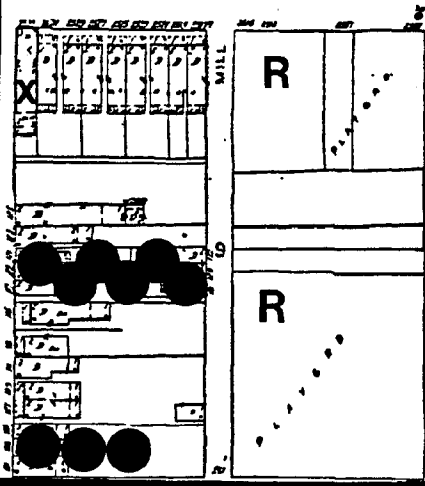
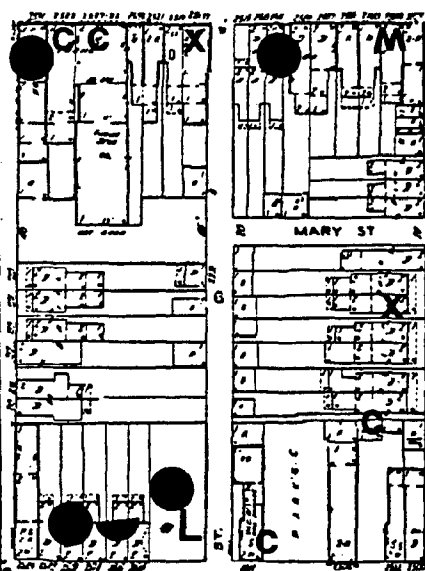
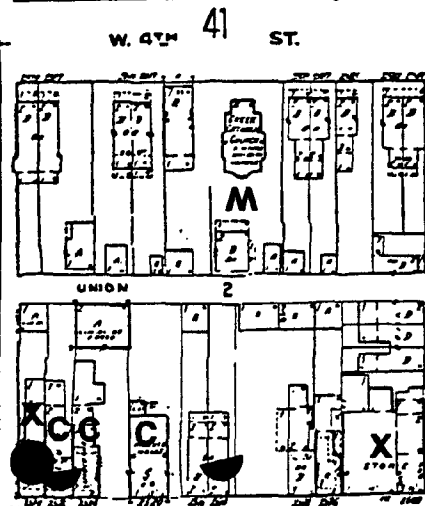
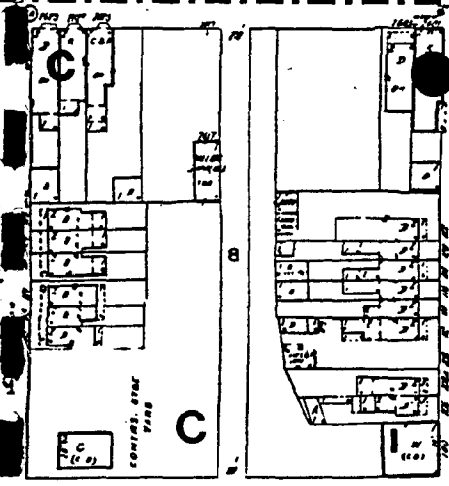
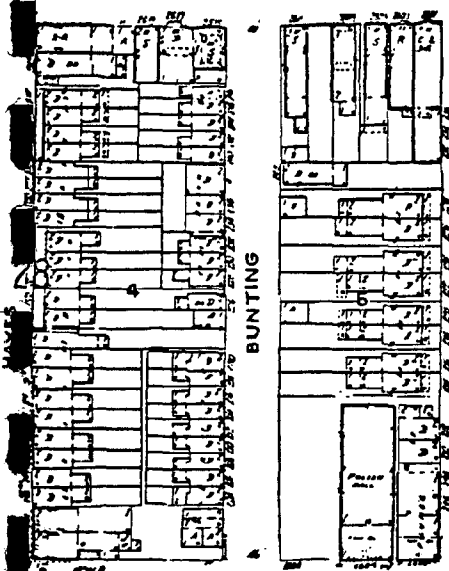
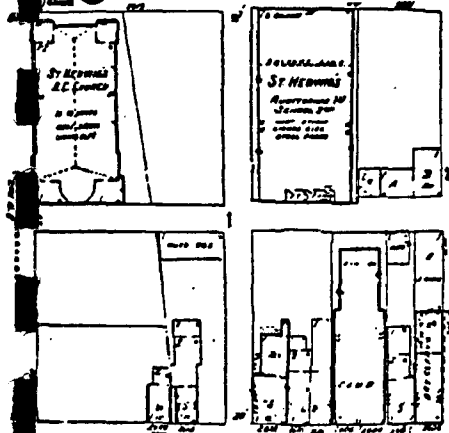


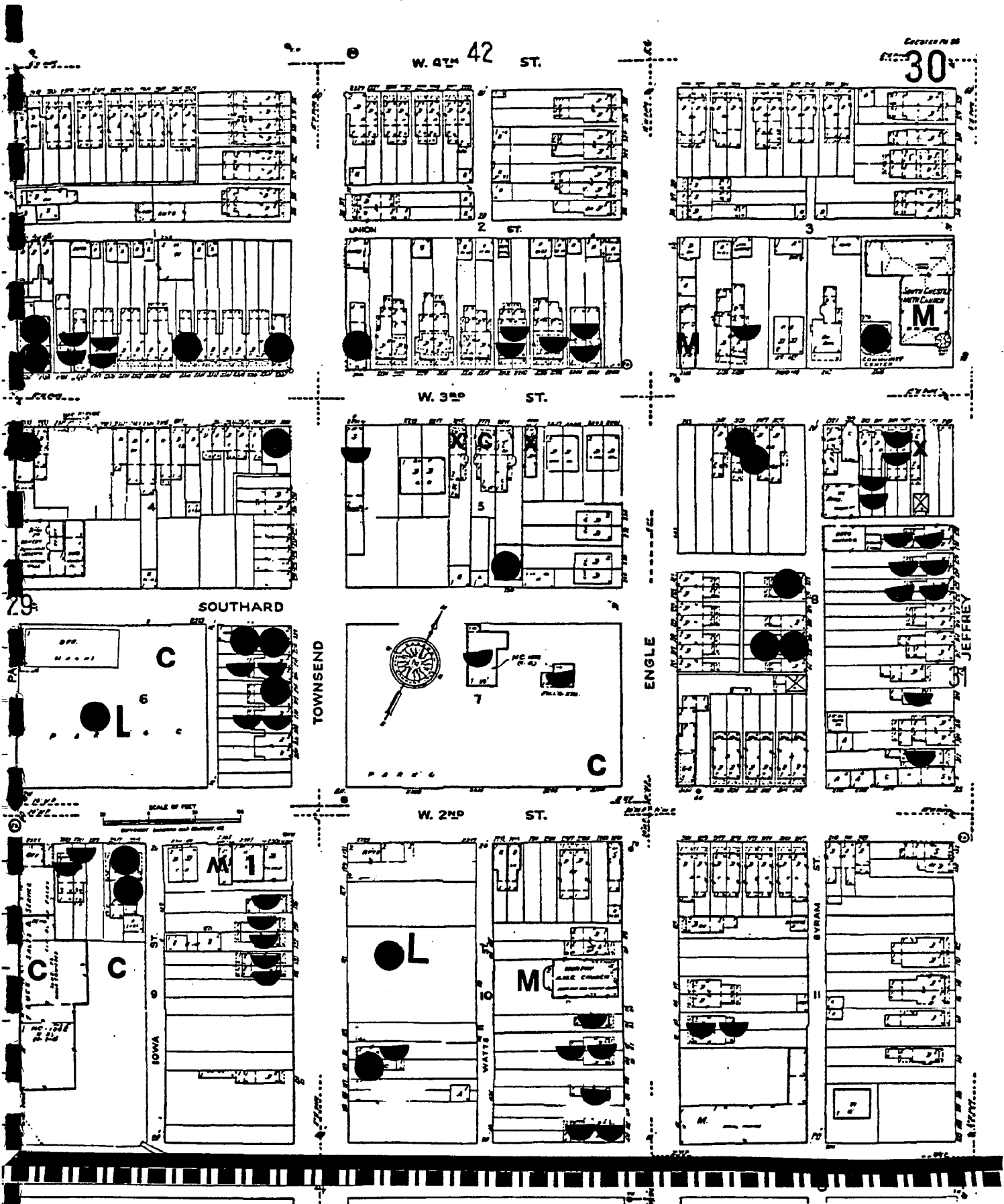
10

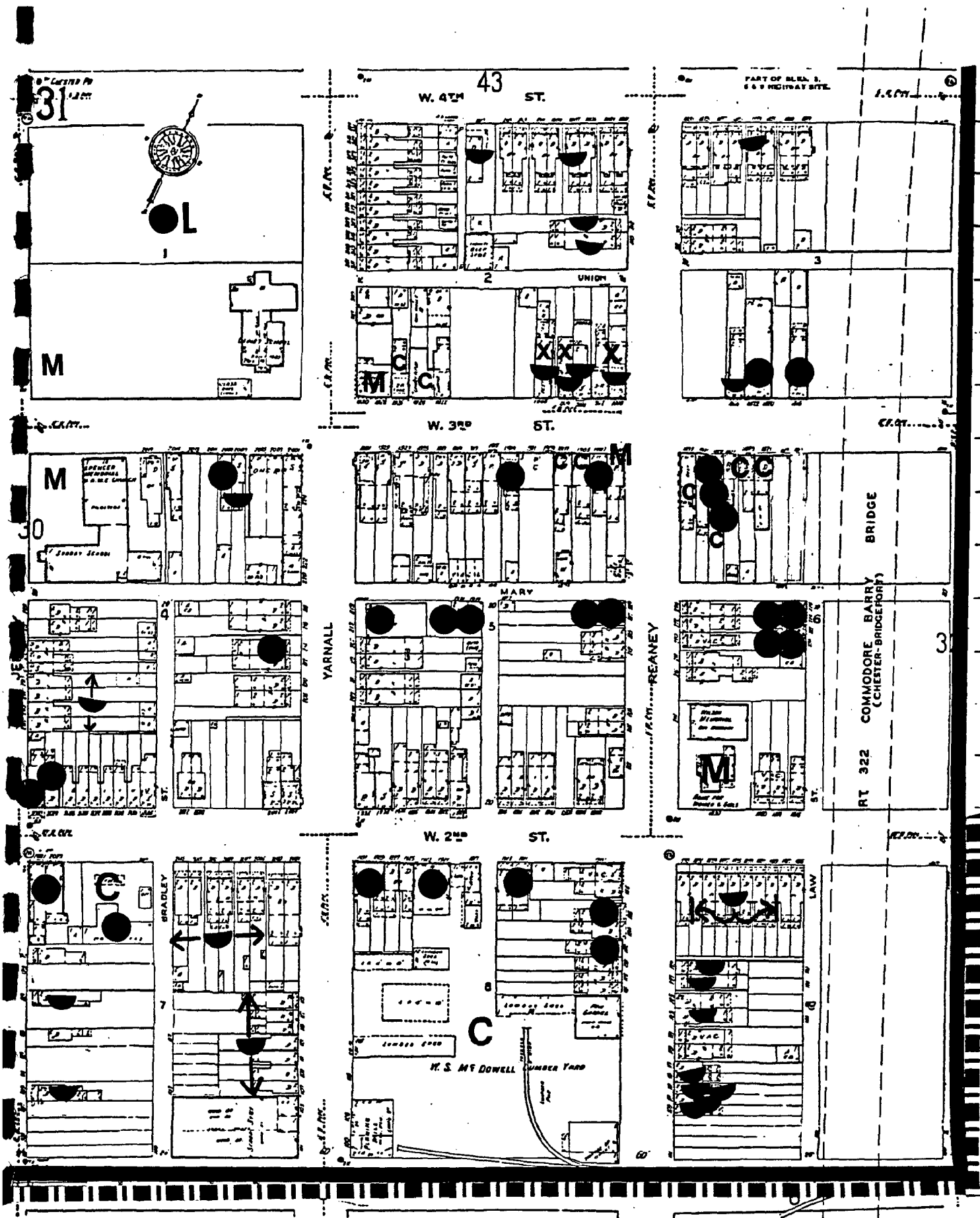
B-11





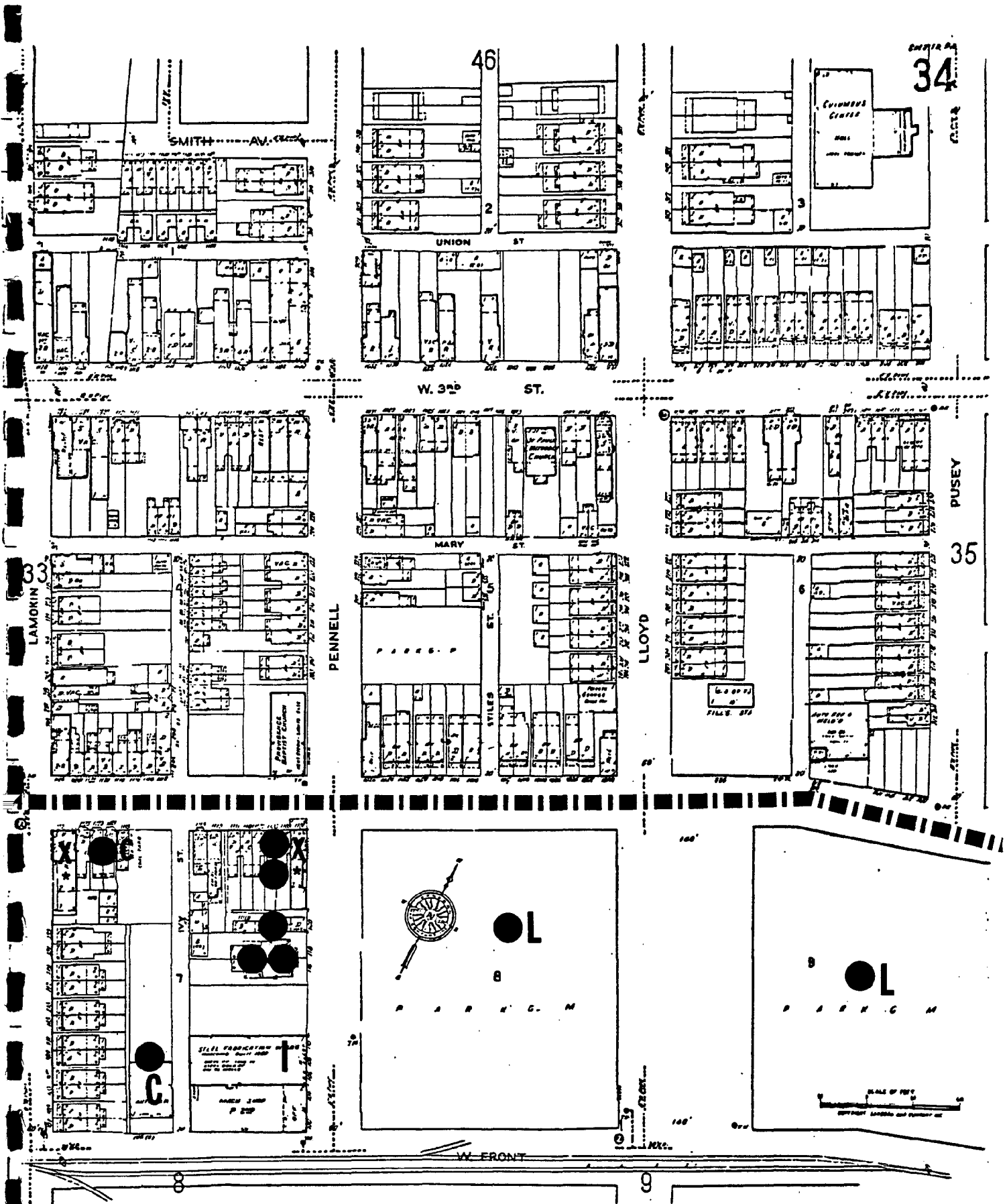


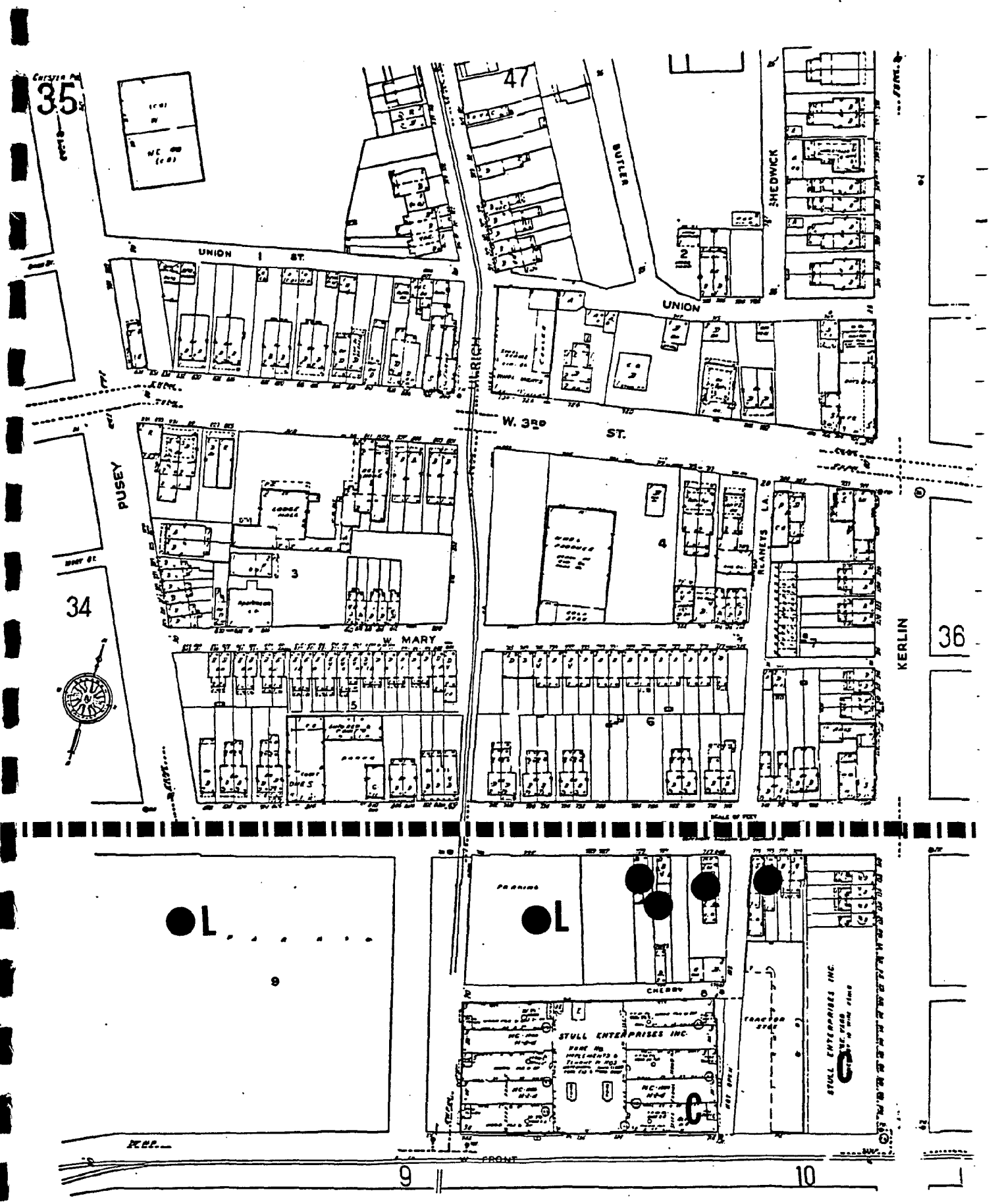


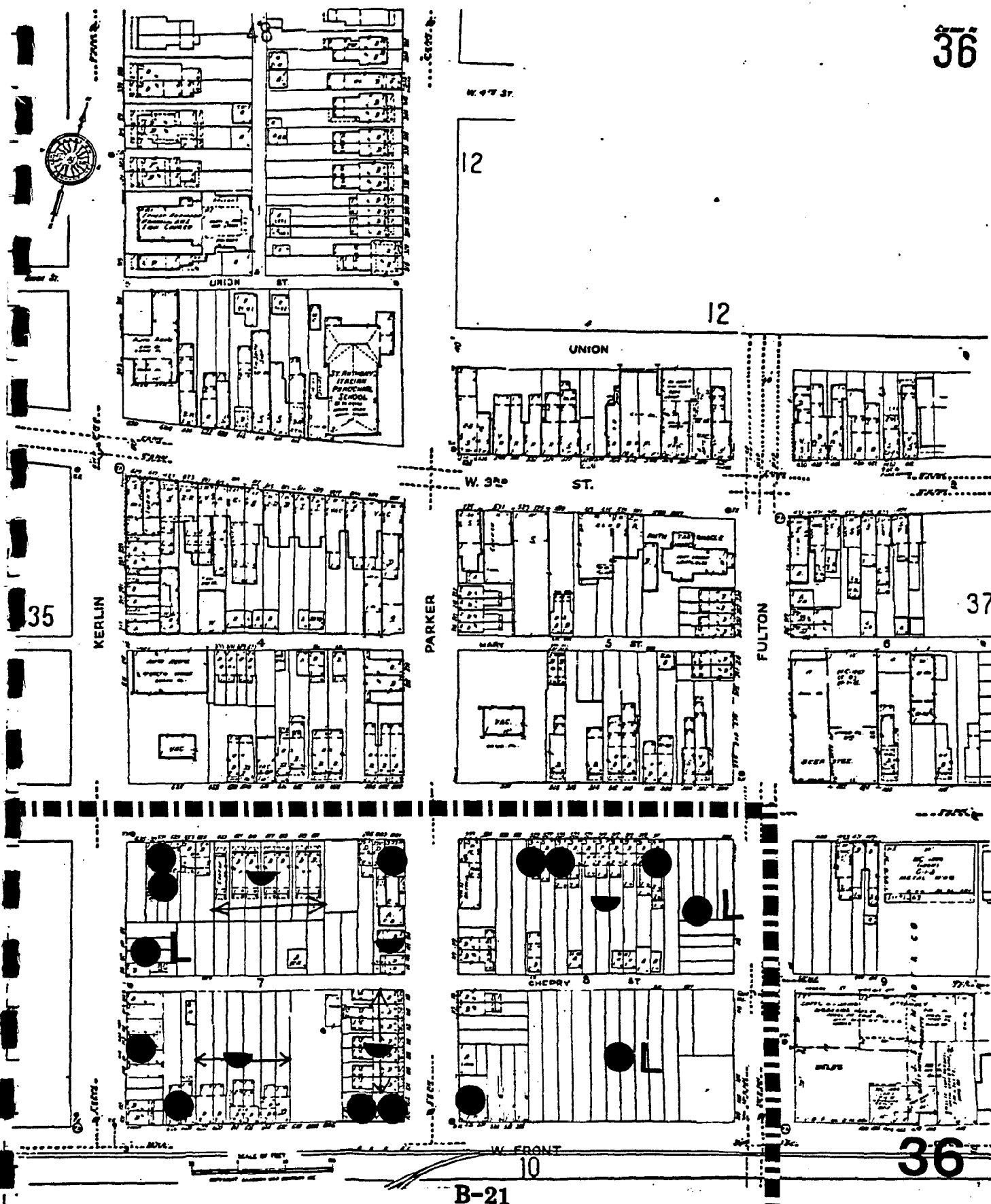






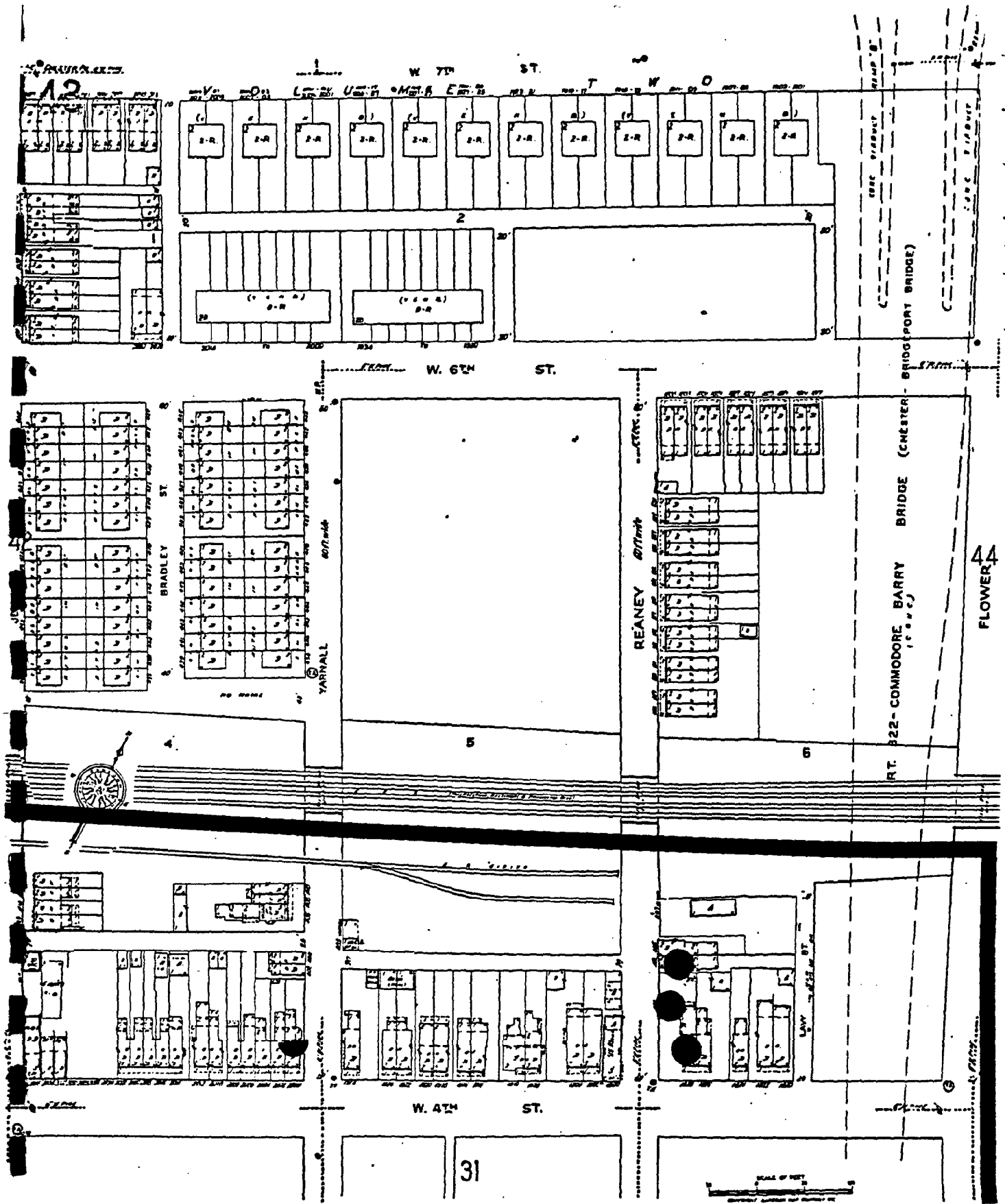












## APPENDIX C

### STANDARD INDUSTRIAL CLASSIFICATION CODE

Industrial activities which are deficient in the area or which have demonstrated growth or stability in Delaware County as identified by the "Delaware County Economic Development Strategy."

| <u>SIC GROUPS</u> | <u>INDUSTRY CLASSIFICATION</u>                                      | <u>SPECIFIC<br/>INDUSTRY NO.</u>   |
|-------------------|---|--|
| Construction      |   |  |
| 15                | Building construction-general contractors and operator builders     | 1511, 1522, 1541, 1542   |
| 16                | Construction other than building construction - general contractors | 1611, 1622, 1623   |
| 17                | Construction-special trade contractors                              | 1711, 1731, 1741, 1742, 1743, 1751, 1752, 1761, 1771, 1781, 1791, 1793, 1794, 1795, 1796, 1799 |
| Manufacturing     |   |  |
| 24                | Lumber and wood products except furniture                           | 2421, 2431, 2434, 2439, 2441, 2451, 2452   |
| 25                | Furniture and fixtures  | 2511, 2514, 2515, 2521, 2522   |
| 26                | Paper and allied products   | 2631, 2641, 2645, 2647, 2649, 2655, 2661   |
| 27                | Printing, publishing, and allied industries                         | 2751, 2753, 2754, 2791, 2793, 2794, 2795   |
| 28                | Chemicals and allied products                                       | 2831, 2833, 2834, 2892, 2893   |
| 29                | Petroleum refining and related industries                           | 2951, 2952   |

APPENDIX C  
STANDARD INDUSTRIAL CLASSIFICATION CODE  
(Continued)

| <u>SIC GROUPS</u>                   | <u>INDUSTRY CLASSIFICATION</u>  | <u>SPECIFIC<br/>INDUSTRY NO.</u>         |
|-------------------------------------|---|--|
| Manufacturing                       |   |  |
| 32                                  | Stone, clay, glass, and concrete products   | 3231, 3241, 3271, 3273                   |
| 34                                  | Fabricated metal products except machinery and transportation equipment   | 3421, 3422, 3425, 3441, 3482, 3483       |
| 35                                  | Machinery except electrical   | 3573                                     |
| 36                                  | Electrical and electronic machinery, equipment, and supplies  | 3661                                     |
| 37                                  | Transportation equipment  | 3715, 3731, 3732, 3743, 379 (all)        |
| 38                                  | Measuring, analyzing, and controlling instruments; photographic, medical, and optical goods; watches and clocks | 3881, 3882, 3832, 3841, 3842, 3843, 3861 |
| Transportation and Public Utilities |   |  |
| 41                                  | Local and suburban transit and interurban highway passenger transportation                                      | 4172                                     |
| 42                                  | Motor freight transportation  | 4214, 422 (all)                          |
| 44                                  | Water transportation  | 4441, 4453, 4454, 4459, 4463, 4469       |
| 49                                  | Electric, gas, and sanitary services  | 49 (all)                                 |

APPENDIX C  
STANDARD INDUSTRIAL CLASSIFICATION CODE  
(Continued)

| <u>SIC GROUPS</u> | <u>INDUSTRY CLASSIFICATION</u>            | <u>SPECIFIC<br/>INDUSTRY NO.</u>  |
|-------------------|---|---|
| Wholesale Trade   |   |   |
| 50                | Wholesale trade-durable goods             | 5031, 5039, 5051,<br>5063, 5072, 5074,<br>5075, 5082, 5084,<br>5085, 5088, 5093 |
| 51                | Wholesale trade-nondurable<br>goods       | 5113  |
| Services          |   |   |
| 75                | Automotive repair services<br>and garages | 753 (all)   |

APPENDIX D

LIST OF INFORMATION SOURCES

Delaware County Partnership for Economic Development  
Delaware County Economic Development Center  
Delaware County Industrial Development Corporation  
Delaware County Industrial Development Authority

William J. Tancredi, Esq., Commerce Director  
1 South Olive Street  
Media, PA 19063  
(215) 566-2225

RDC, Inc.

Carl E. Russell, President and Chief Executive Officer  
115 East Fifteenth Street  
Chester, PA 19013  
(215) 874-5555

Private Industry Council  
Delaware County Office of Employment and Training

Joseph Yankowski, Director  
321 West State Street  
Media, PA 19063  
(215) 566-7510

Delaware County Intermediate Unit

Alfred Gallagher, Director of Pupil Personnel Services  
Sixth and Olive Streets  
Media, PA 19063  
(215) 565-4880

Delaware County Planning Department

William C. Payne, Director, Community Planning  
John E. Pickett, Director, County Planning  
Watkins Building  
350 N. Middletown Road  
Lima, PA 19037  
(215) 891-5656

Delaware County Chamber of Commerce

Jack Holefelder, President  
602 East Baltimore Pike  
Media, PA 19063  
(215) 565-3677

APPENDIX D

LIST OF INFORMATION SOURCES  
(Continued)

City of Chester, Division of City Planning

Leedom Morrison, Director  
401 Avenue of the States  
Chester, PA 19013  
(215) 447-7881

Chester Redevelopment Authority

Robert Kefalas, Director  
401 Avenue of the States  
Chester, PA 19013  
(215) 447-7850

Chester Housing Authority

Ernest Trosino, Director  
P.O. Box 38  
Chester, PA 19013  
(215) 876-5561

Better Housing for Chester

Marion Field, S.N.D, Executive Director  
18 West Fifth Street  
Chester, PA 19013  
(215) 872-8800

For the People, Inc.

Carolyn Saunders  
A-9 Crosby Square  
Chester, PA 19013  
(215) 872-4727

Chester Community Improvement Project

John Farrell  
1614 West Second Street  
Chester, PA 19013  
(215) 876-8863

Community Support Corporation

302 South Jackson Street  
Media, PA 19063  
(215) 565-0846

APPENDIX D

LIST OF INFORMATION SOURCES  
(Continued)

Small Business Administration

M.A. Division, 4th Floor  
1 Bala Cynwyd Plaza, East  
231 St. Asaphs Road  
Bala Cynwyd, PA 19004  
(215) 596-5889

U.S. Department of Commerce

Regional Director - Economic Development Administration  
600 Arch Street  
Philadelphia, PA 19103  
(215) 597-4603

Department of Housing and Urban Development

Regional Community Planning and Development  
105 South Seventh Street  
Philadelphia, PA 19103  
(215) 597-2665

Pennsylvania Department of Community Affairs

Craig Zumbram, Enterprise Development Coordinator  
506 Forum Building  
Harrisburg, PA 17120  
(717) 787-5329

Pennsylvania Department of Commerce

Anne Baker, Director, Small Business Action Center  
400 South Office Building  
Harrisburg, PA 17120  
(717) 783-5700

Pennsylvania Department of Transportation

District 6  
200 Radnor-Chester Road  
St. Davids, PA 19089  
(215) 687-1600

Philadelphia Electric Company

Martin Gelhaus, Area Development Coordinator  
2301 Market Street  
Philadelphia, PA 19101  
(215) 841-5658

APPENDIX D

LIST OF INFORMATION SOURCES  
(Continued)

Philadelphia Electric Company

Don Freeman, Real Estate Development  
2301 Market Street  
Philadelphia, PA 19101  
(215) 841-5380

Chester Water Authority

Peter K. MacEwen, P.E., Executive Manager and Chief Engineer  
5th and Welsh Streets  
Chester, PA 19013  
(215) 876-8181

DELCORA

William C. Ross, Executive Director  
100 East Fifth Street  
Chester, PA 19013  
(215) 876-5523

U.S. Army Corps of Engineers

Administrator, District Office  
Second and Chestnut Streets  
Philadelphia, PA 19103  
(215) 597-4884

Delaware River Port Authority

Administrative Offices  
Bridge Plaza  
Camden, NJ 08101  
(609) 925-8780

Conrail

Industrial Development Division  
150 Allendale Road  
King of Prussia, PA 19406  
(215) 893-6025

APPENDIX E  
INDUSTRIAL MODEL  
DEVELOPMENT CONCEPT FOR THE IDS WESTERN ANCHOR

LCA Leasing

Manufactured Residential/Commercial/Industrial Structures  
(SIC 2434, 2452)

The model use proposed for the 62-acre LCA site is a manufactured residential or non-residential structures plant. Investigation of various companies engaged in this activity has revealed that the plant could be a single user of the property, could provide jobs for residents of Chester, could utilize the various transportation modes, and could have a healthy market in the region to support the company. Many corporations operate more than one plant to cover large market areas and fabricate many of the internal components such as cabinets and millwork.

By compiling a variety of information through informal contacts with existing manufacturers and then developing assumptions, a model "footprint" of the plant was developed for LCA. This included the main manufacturing plant, a sub-plant for manufacturing cabinets, and a headquarters or administration building. Various parking and storage areas were also incorporated. An important addition was a power house to provide energy through a closed-loop system. This would be fired by a trash-to-steam generator located on the property.

An illustrative site plan has been developed showing the possible configuration (see Exhibit B). The following table contains general characteristics of the development plan.

TABLE E-1

## MANUFACTURED STRUCTURES PLANT: INVENTORY OF DATA

|   |                             |                         |
|---|-----------------------------|-------------------------|
| o | Total Acreage               | 62 acres                |
| o | Main Plant                  | 140,000 square feet     |
| o | Cabinet Plant               | 50,000 square feet      |
| o | Administration Headquarters | 45,000 square feet      |
| o | Generating House            | 90,000 square feet      |
| o | Raw Material                | 70,000 square feet      |
| o | Inventory Areas             | 60,000 square feet      |
| o | Rail Sidings                | 2 @ 40' x 500' ROW      |
| o | Parking Lot Area/Stalls     |                         |
|   | Auto                        | 360                     |
|   | Truck                       | 25-30                   |
| o | Employee Recreation Area    | approximately 1.5 acres |
| o | Employment <sup>1</sup>     |                         |
|   | Administration              | 75-100                  |
|   | Labor                       | 200-250                 |
|   | Power House                 | 10-15                   |

<sup>1</sup> Based on a range of the average number of employees of corporations with facilities of comparable size

# APPENDIX F

## NEIGHBORHOOD IMPACT AREA VACANT AND DILAPIDATED PROPERTIES BY ADDRESS

60' ROW  
MAIN  
GRID  
STREETS

### WEST SECOND STREET (NORTH SIDE ONLY)

|          |      |                |                                   |
|----------|------|----------------|-----------------------------------|
| 1800 N/S | 1818 | L <sup>1</sup> |                                   |
|          | 1820 | L              |                                   |
| 1900 N/S | 1900 |                |                                   |
|          | 1908 | L              |                                   |
| 2000 N/S | 2004 | L              |                                   |
|          | 2006 | L              |                                   |
|          | 2008 | L              |                                   |
|          | 2014 |                |                                   |
|          | 2028 |                |                                   |
|          | 2030 |                |                                   |
| 2100 N/S | 2128 | L              |                                   |
| 2200 N/S | 2200 | L              | entire block made up of a filling |
|          | 2206 | L              | station-large open area used as   |
|          | 2216 | L              | parking for trucks (approximately |
|          | 2220 | L              | 1.2 acres)                        |
|          | 2222 | L              |                                   |
| 2300 N/S | 2314 | L              | .8 acre used as parking           |
|          | 2324 | L              |                                   |
| 2400 N/S | 2400 | L              |                                   |
| 2500 N/S | 2504 | L              |                                   |
|          | 2506 | L              |                                   |
|          | 2508 | L              |                                   |
|          | 2514 | L              |                                   |
|          | 2520 |                |                                   |

# APPENDIX F

## NEIGHBORHOOD IMPACT AREA VACANT AND DILAPIDATED PROPERTIES BY ADDRESS (Continued)

60' ROW  
MAIN  
GRID  
STREETS

### WEST THIRD STREET

|          |                 |   |          |      |   |
|----------|-----------------|---|----------|------|---|
| 1800 N/S | 1816            |   | 1800 S/S | 1827 |   |
|          | 1820            |   |          | 1829 |   |
|          | 1822            |   |          | 1831 |   |
|          | 1826            |   |          |      |   |
| 1900 N/S | 1900            |   | 1900 S/S | 1903 |   |
|          | 1912            | L |          | 1913 |   |
|          | 1916            | L |          |      |   |
| 2000 N/S | School Property |   | 2000 S/S | 2009 |   |
|          |                 |   |          | 2011 | L |
|          |                 |   |          | 2013 | L |
| 2100 N/S | 2108            |   | 2100 S/S | 2101 | L |
|          | 2122            | L |          | 2103 | L |
|          | 2128            | L |          | 2123 | L |
|          |                 |   |          | 2127 |   |
|          |                 |   |          | 2129 |   |
|          |                 |   |          | 2131 |   |
|          |                 |   |          | 2133 | L |
| 2200 N/S | 2200            | L | 2200 S/S | 2227 | L |
|          | 2216            | L |          |      |   |
|          | 2226            |   |          |      |   |
| 2300 N/S | 2300            |   | 2300 S/S | 2301 |   |
|          | 2316            |   |          | 2303 |   |
|          |                 |   |          | 2327 |   |
|          |                 |   |          | 2329 |   |
|          |                 |   |          | 2331 |   |
| 2400 N/S | 2404            |   | 2400 S/S | 2427 |   |
| 2500 N/S | 2528            |   | 2500 S/S | 2501 |   |
|          | 2510            | L |          | 2511 |   |
|          | 2512            | L |          | 2507 |   |
|          |                 |   |          | 2531 |   |

# APPENDIX F

## NEIGHBORHOOD IMPACT AREA VACANT AND DILAPIDATED PROPERTIES BY ADDRESS (Continued)

60' ROW  
MAIN  
GRID  
STREETS

### WEST FOURTH STREET

|          |                              |                  |          |                 |
|----------|------------------------------|------------------|----------|-----------------|
| 1800 N/S | 1826<br>1828                 | ½L               | 1800 S/S | N <sup>2</sup>  |
| 1900 N/S | 1906<br>1926                 | L<br>L           | 1900 S/S | N               |
| 2000 N/S | 2024<br>2026<br>2028<br>2030 | L<br>L<br>L<br>L | 2000 S/S | School Property |
| 2100 N/S | 2118                         |                  | 2100 S/S | N               |
| 2200 N/S | Industrial Use               |                  | 2200 S/S | N               |
| 2300 N/S | Industrial Use               |                  | 2300 S/S | N               |
| 2400 N/S | 2430                         |                  | 2400 S/S | N               |
| 2500 N/S | 2508                         | ½L               | 2500 S/S | N               |

### REANEY STREET

|         |                                 |   |         |            |
|---------|---------------------------------|---|---------|------------|
| 200 W/S | 207<br>217<br>219<br>223<br>225 | L | 200 E/S | 220 L      |
| 300 W/S | N                               |   | 300 E/S | N          |
| 400 W/S | N                               |   | 400 E/S | 401<br>403 |

APPENDIX F  
NEIGHBORHOOD IMPACT AREA  
VACANT AND DILAPIDATED PROPERTIES BY ADDRESS  
(Continued)

60' ROW  
MAIN  
GRID  
STREETS

YARNALL STREET

|         |     |         |                |
|---------|-----|---------|----------------|
| 200 W/S | 214 | 200 E/S | 217 Apt. Bldg. |
|         |     |         | 219 Apt. Bldg. |
| 300 W/S | N   | 300 E/S | 309            |
| 400 W/S | N   | 400 E/S | N              |

JEFFREY STREET

|         |   |         |   |
|---------|---|---------|---|
| 200 W/S | N | 200 E/S | N |
| 300 W/S | N | 300 E/S | N |
| 400 W/S | N | 400 E/S |   |

ENGLE STREET

|         |   |         |       |
|---------|---|---------|-------|
| 200 W/S | N | 200 E/S | 213 L |
| 300 W/S | N | 300 E/S | N     |
| 400 W/S | N | 400 E/S | N     |

TOWNSEND STREET

|         |       |         |   |
|---------|-------|---------|---|
| 200 W/S | 200 L | 200 E/S | N |
|         | 202 L |         |   |
|         | 214   |         |   |
|         | 220   |         |   |
|         | 222   |         |   |
|         | 224 L |         |   |
|         | 226 L |         |   |
|         | 228 L |         |   |
|         | 230 L |         |   |
|         | 232 L |         |   |
|         | 234 L |         |   |
|         | 236 L |         |   |
|         | 238 L |         |   |
|         | 240 L |         |   |
| 300 W/S | N     | 300 E/S | N |
| 400 W/S | N     | 400 E/S | N |

# APPENDIX F

## NEIGHBORHOOD IMPACT AREA VACANT AND DILAPIDATED PROPERTIES BY ADDRESS (Continued)

60' ROW  
MAIN  
GRID  
STREETS

### PALMER STREET

|     |     |   |     |     |   |
|-----|-----|---|-----|-----|---|
| 200 | W/S | N | 200 | E/S | N |
| 300 | W/S | N | 300 | E/S | N |
| 400 | W/S | N | 400 | E/S | N |

### WARD STREET

|     |     |   |     |     |   |
|-----|-----|---|-----|-----|---|
| 200 | W/S | N | 200 | E/S | N |
| 300 | W/S | N | 300 | E/S | N |
| 400 | W/S | N | 400 | E/S | N |

### WILSON STREET (EAST SIDE ONLY)

|     |     |     |                            |
|-----|-----|-----|----------------------------|
| 200 | E/S | 225 | L (6440<br>square<br>feet) |
| 300 | E/S | N   |                            |
| 400 | E/S | N   |                            |

# APPENDIX F

## NEIGHBORHOOD IMPACT AREA VACANT AND DILAPIDATED PROPERTIES BY ADDRESS (Continued)

### SECONDARY CITY STREETS (ALLEYS)

#### MARY STREET (BETWEEN BARRY BRIDGE AND JEFFREY STREET)

|          |      |
|----------|------|
| 1900 S/S | 1917 |
|          | 1919 |
|          | 1921 |

#### MARY STREET (SOUTHARD)

|          |      |   |          |      |   |
|----------|------|---|----------|------|---|
| 2200 N/S | 2210 |   |          |      |   |
| 2300 N/S | 2310 | L | 2300 S/S | 2313 | L (part of<br>2400-2414<br>West Second<br>Street) |

#### BYRAM STREET

|         |     |   |
|---------|-----|---|
| 200 W/S | 218 | L |
|         | 220 | L |
|         | 224 | L |
|         | 228 | L |

- 1 L - Vacant lot
- 2 N - No vacant or dilapidated properties

NOAA COASTAL SERVICES CENTER LIBRARY



3 6668 14101 1173